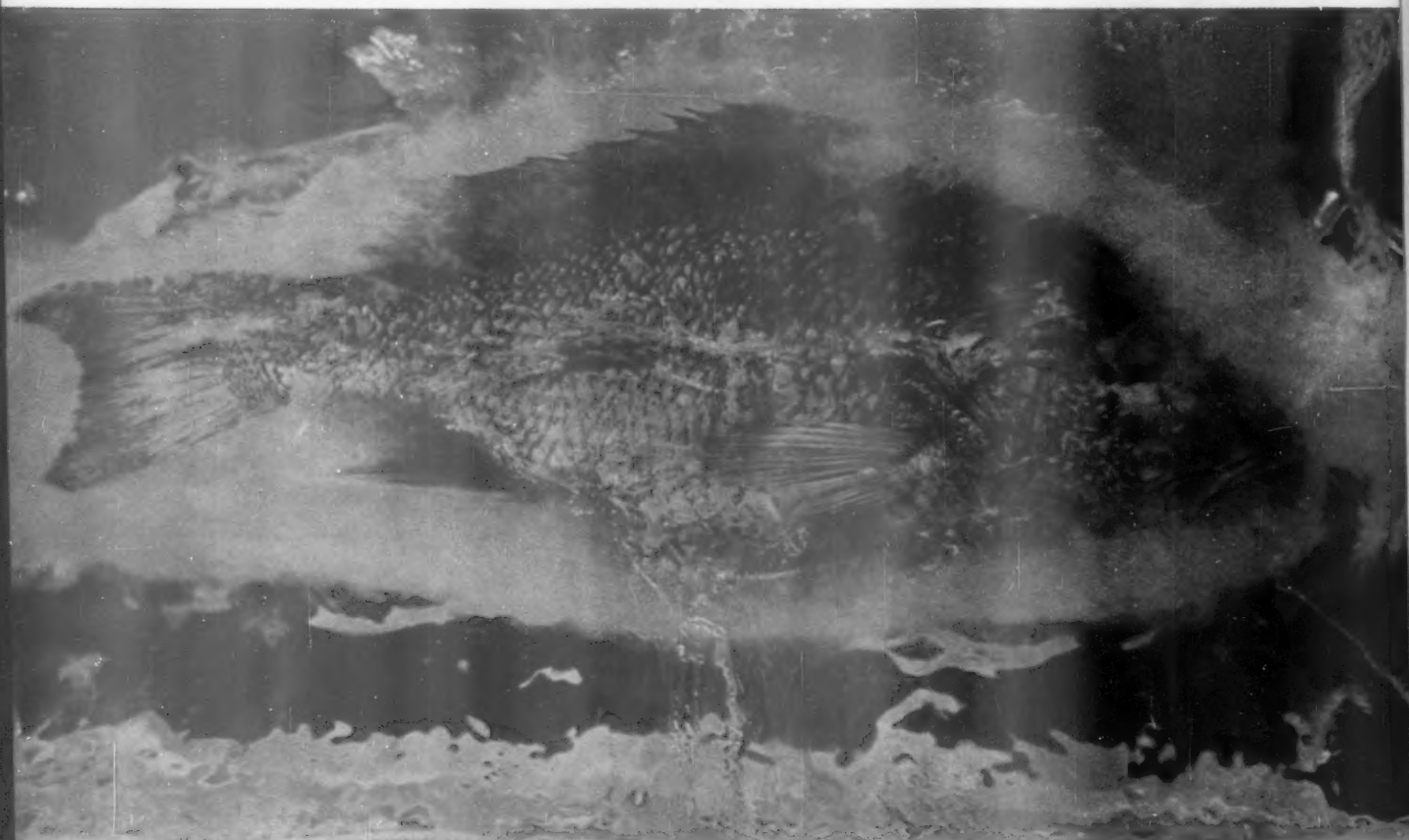


Nation's Business

A MAGAZINE FOR BUSINESSMEN

JUNE 1954



Frozen foods: Billion dollar industry **PAGE 60**

Income change brings new sales pattern **PAGE 25**

Religion in industry **PAGE 29**

Indochina: Eight years of war **PAGE 34**

You only think you're tired **PAGE 44**

Meet your HOMEtown Insurance Agent



He sold me peace-of-mind...neatly wrapped in paper

A home is for happiness.
That's what you work for—that's where your enjoyment is.
A house can be replaced of course — but *contentment* can't be.
Isn't it worth protecting your peace-of-mind?

You'll be surprised how much your insurance man can add to your peace-of-mind, if you will allow him. You can't fully enjoy your home and belongings unless you *know* they are properly protected. Your Home Insurance agent knows how to give you exactly the protection you need and want. He knows your town and understands your problems and ambitions.

You'll find him pleasant to talk to and a good friend to have — why not call him soon?



Do you know what you own?

You may be surprised to know the total value of your home furnishings and personal effects. Every homeowner should have a home inventory. For a handy free inventory booklet, see your Home agent or write The Home Insurance Company, Dept. D.

☆ Your HOMEtown Agent can serve you well—see him now!



☆ THE HOME ☆ *Insurance Company*

Home Office: 59 Maiden Lane, New York 8, N. Y.

FIRE • AUTOMOBILE • MARINE

The Home Indemnity Company, an affiliate, writes
Casualty Insurance, Fidelity and Surety Bonds



The Home, through its agents and brokers, is America's leading insurance protector of American homes and the homes of American industry.



a cone
for a kid...

OR A STEAK FOR A MAN

When it comes to what we eat, we Americans are the most sanitary and *particular* people in the world. Americans are educated to demand the utmost in food protection.

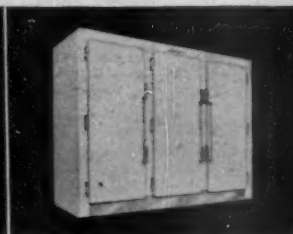
And they *see* the utmost when they go into a store that is McCray-equipped. When they buy with confidence, they spend more.

If you are in the food business, you will find that storing or displaying ice cream or frozen foods with McCray equipment is the maximum in protection and sales appeal.

There is McCray equipment for every frozen food service: for the processor, for the wholesaler, for the retailer and for the home. Call your local McCray Distributor (look in classified) or use the coupon.



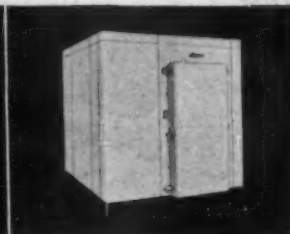
New self-contained display case for ice cream—frozen foods.



Reach-in freezer for extra storage; 33 or 82 cu. ft. models.



"Twin-Door" upright freezers for home or business; 20 or 32 cu. ft. models.



Walk-in storage freezers in unlimited size combinations.



Everything in
Commercial Refrigeration
McCray Refrigerator Company, Inc.
Kendallville, Indiana

McCray Refrigerator Company, Inc.
6426 McCray Court, Kendallville, Indiana

Please have your factory-trained distributor call on me. I understand this places me under no obligation whatsoever.

My name.....

Business.....

Street & No.....

City & State.....

Another example of how George S. May business engineering

turns red ink into black!

Food costs reduced 14%!
\$42,000 saved
the first year!



More restaurants go out of business because food costs get out of line than for any other reason. When George S. May business engineers go to work on a restaurant problem, they immediately tackle food costs. In the case of the Alva Restaurant, \$42,000 was saved the first year with a system that "is simple and easy to operate."

Wouldn't your business, too, benefit from this vast reservoir of business knowledge and experience? Wouldn't it be worthwhile to find out how your profits can be increased?

Get the FACTS— without cost or obligation

Let our representative call on you, without cost or obligation, and show you how your company can quickly benefit from the experience gained from the greatest "business knowledge reservoir" in the world.

George S. May Company

BUSINESS ENGINEERING

CHICAGO 6, Engineering Building
NEW YORK 17, 122 E. 42nd St.
SAN FRANCISCO 2, 291 Geary Street
CANADA, 660 St. Catherine Street, Montreal

Alva Restaurant
19 - 21 SOUTH 4TH STREET • HARRISBURG, PA.
PHONE 8-7553
HARRISBURG'S
OLDEST
AND
FINEST
- OPEN 24 HOURS -
JULY 15, 1953
SPECIALIZING
IN AMERICAN
& ITALIAN
DISHERS

George S. May Company
122 East 42nd Street
New York 17, New York

Gentlemen:

Three months ago your engineers installed a food cost control program for us at a cost of \$4,000. By following the procedures they established we have reduced our food costs by 14% - and we are continuing to reduce costs. On the basis of our last year's operation we can conservatively estimate savings of \$42,000 during the first year the plan is in effect.

We found your engineers courteous, capable and sincerely interested in solving our problems. They analyzed our business and installed the controls without disrupting in any way our normal operations. The system is simple and easy to operate. In addition to the money savings realized, we have acquired a new confidence stemming from the knowledge that now we are equipped with the tools necessary for the most effective operation of our business.

To anyone who might be experiencing business problems, we recommend the George S. May Company with enthusiasm.

Very truly yours,
David Gluck
David Gluck
Partner

Nation's Business

JUNE 1954 VOL. 42 NO. 6

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MORE THAN 750,000 SUBSCRIBERS



GENERAL OFFICE—U. S. Chamber Building, Washington 6, D. C. BRANCH OFFICES—New York, Chicago, San Francisco, Cleveland, Detroit.

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CHECK ALL THREE

Ask yourself these 3 questions before you buy any air conditioner for your business

1. IS THE STYLING MODERN?

G-E Packaged Air Conditioners are designed to stay in style for years...two-toned silver-gray finish blends with any interior... G-E Packaged Air Conditioners actually look as good as they make you feel.

2. IS IT DURABLE?

Here you see one example of G.E.'s durability: the famous G-E sealed-in-steel refrigerating unit. G.E. hermetically seals all three vital cooling system parts—compressor, condenser and motor. Trouble is sealed out, long life sealed in!

3. IS THE WARRANTY COMPLETE?

Now G.E. dares offer this unmatched protection: G.E. replaces entire sealed cooling system at no cost to you (not even for shipping or labor) if required under normal use during full 5-year warranty period.

GENERAL ELECTRIC CO., AIR CONDITIONING DIVISION, BLOOMFIELD, N. J.

Packaged AIR CONDITIONERS

CHECK FEATURES OF G-E WATER COOLERS, TOO!

Cool, fresh water always... beautiful modern design... G-E 5-Year Protection Plan... dependable G-E refrigeration.



GENERAL  ELECTRIC

ABOUT THIS ISSUE

THIS month's cover is the result of team work involving a photographer, the banquet department of New York's Waldorf-Astoria Hotel, the art and editorial staffs of NATION'S BUSINESS and a red snapper fresh from the Gulf of Mexico.

Fish was the first food to be successfully quick-frozen for commercial purposes. Thus a fish frozen in a block of ice appropriately illustrates our story of the growing frozen foods industry on page 60.

But fish normally do not reside in blocks of ice.

The Waldorf, which employs specialists to turn out decorative ice statuary, consented to assist photographer CHARLES E. ROTKIN in creating the unusual prop. Mr. Rotkin first asked the hotel to freeze the snapper into the block, but Executive Chef Ernest Treyvaud said nothing doing; such an operation in the hotel's ice-making machinery would leave the whole system smelling like the Fulton Fish Market.

So they did the next best thing. A cake of ice was produced first—with a hole left in it. Then the fish was inserted and the block was refrozen separately to hold the fish secure.

JOHN KORD LAGEMANN, whose work is well known to our readers, comes up with an intriguing story on page 44. As its title indicates, it's about fatigue and why you become fatigued.

We asked Mr. Lagemann why he got interested in this subject. His answer: "I'd like, as who wouldn't, to learn how to use a little more of my energy potential in the ordinary course of life. I found that curiosity



about fatigue gave me some slight but still noticeable measure of control over it."

The photo of Mr. Lagemann and one of his sons (Kord, 12) on a hunting trip last fall in Pennsylvania's Blue Ridge Mountains shows one dependable remedy for fatigue: relaxation.



Sun's rays, falling on **Bell Solar Battery**, provide only source of power needed to turn this disc. Note small size of battery (in circle). Simple and efficient. Made with thin strips of specially prepared silicon. A **Bell Solar Battery**, covering a square yard, will deliver enough power to light an ordinary reading lamp.

New Bell Solar Battery Converts Sun's Rays Into Electricity

Bell Telephone Laboratories demonstrate new device for using power from the sun

One of mankind's most cherished dreams has been to use the almost limitless energy of the sun.

A significant advance toward this age-old goal has been realized at Bell Telephone Laboratories with the discovery of a way to convert energy from the sun directly and efficiently into usable amounts of electricity.

The amazingly simple device, made from an ingredient of common sand, is called the **Bell Solar Battery**. It should theoretically last indefinitely, since nothing is consumed and there are no moving parts.

Though much development remains to be done, it offers possibilities beyond the telephone business for which it was invented. Here is a glimpse of distant horizons.

Even at its birth, the **Bell Solar Battery** gets enough energy from

the sun to turn a wheel, operate a low-power radio transmitter and transmit voices over the telephone.

Its use with transistors (also invented at Bell Laboratories) offers great opportunities for improvements and economies in telephone service.

For that is the aim of all telephone research. Once again the pure research and advanced techniques of Bell Laboratories chart the way for better and better telephone service for more and more people.

BELL TELEPHONE SYSTEM



What is there about Wausau, Wisconsin, that makes it the ideal home for one of the world's most important insurance companies?

Employers Mutuals invited the president of The Chicago Board of Trade to visit its home town and find out.

Wausau Story

by SYLVESTER J. MEYERS, President, Chicago Board of Trade



"...an amazing variety..."
Mr. Meyers (left) and Allen Abrams.



"...preventing fires wasn't just talk." Mr. Meyers (left) and Mr. Roehl visit Fire Chief Petzold.

Employers Mutuals of Wausau are "good people to do business with."

There's such a thing as a *Wausau personality* that you don't have to go to Wausau to find. It's a way of doing business. You'll find it in all our 89 offices throughout the country. We have a reputation, born and

raised in Wausau, for fairness in giving our policyholders all the protection they have a right to expect from their insurance—and an unexcelled record for prompt claim payments. We are one of the world's largest writers of workmen's compensation insurance, and handle all other lines of casualty and fire insurance as well.

Speaking of fire insurance, it is good advice to recheck your policies. Property values have changed. Replacement costs are high. Let an Employers Mutuals man help you see if your insurance covers all the items and risks you think it does—and in safe amounts. Phone our local office, or write Wausau, Wis.

Employers Mutuals of Wausau



► **TWENTY PER CENT** of payroll goes into labor fringe benefits.

U. S. Chamber study shows:

Extra benefits paid by U. S. firms equal 35.6 cents for each payroll hour.

In terms of dollars per year per worker, firms spend average of \$674 in manufacturing industries, \$841 in non-manufacturing.

Here's how fringe payments tally up:

Legally required payments (employer's share only), 3.3 per cent; pensions (employer's share), 5.9; paid rest, lunch periods, 2.0; pay for time not worked, 6.3; profit-sharing payments, bonuses, 2.2.

Grand total: 19.7 per cent of total payroll cost—up about 2 per cent since '51.

Note: You can get copies of study "Fringe Benefits 1953—Preliminary Report" for 25 cents from NATION'S BUSINESS, Washington 6, D. C.

► **PRIVATE HEALTH** insurance sets boom pace.

The figures:

In '39, 6,000,000 persons in U. S. were covered by hospitalization.

At end of '52, figure skyrocketed to 92,000,000.

Today, number's estimated at more than 100,000,000.

In '41, 7,000,000 were covered against surgical cost; today, 75,000,000.

Note: More than 800 private companies compete in accident, health insurance, help cut costs of voluntary program.

► **GOOD TRAFFIC** management cuts sales cost.

That means money to your business.

If traffic department saves \$60,000 in year on shipping charges, it's equivalent to \$1,000,000 (gross) in new sales.

On over-all basis, traffic's vital to U. S. economy:

About one fourth of national income is spent for transportation.

Industry each year moves 600,000,000 ton-miles of intercity freight, spends \$16,000,000,000 for this service.

You will want to know more about

efficient traffic management.

You can get the facts from booklet published by Indiana University School of Business and Indiana State Chamber of Commerce.

Write to the Chamber, Indianapolis 4, Ind., for your copy. It's free.

► **TAX SAVINGS:** They're another big item on credit side.

But you have to look under the surface:

Say you net 6 per cent on \$10,000 in new gross volume.

That's \$600.

In other words: If you save \$600 in taxes over year, you're adding same profit as \$10,000 in new sales.

That means one tax-saved dollar equals 17 new sales dollars.

► **YOU'VE HEARD** businessmen say:

"We expect this year to hold up well."

Now look at a steel firm's experience over 22 year period:

Business volume in any year can differ by 25 or 30 per cent from year before.

Fluctuation's never less than 19 per cent (except in war years with controls), never more than 38 per cent.

What's it mean?

Sales forecasting is tricky—there's wide margin for error.

► **FOR YOUR** basic thinking: Business confidence is strong.

A check with business scattered over U. S. underlines that.

Most report activity about same as year ago.

Almost as many say business is better.

Minority indicate it's not as good.

Note: One businessman reporting volume down smiled, said:

"It's still not bad, though."

► **HERE'S WHY** better salesmanship's a must:

Personal consumption expenditures (\$230,000,000,000 annual rate) run at 63 per cent of gross national product (\$370,000,000,000 annual rate).

That's down 4 per cent from year ago,

compares with 69 per cent in '48; 71 per cent in prewar '40; 76 per cent in boom 1929. What customer buys takes up biggest part of national product.

Others: Private investment (14 per cent), government purchases (23 per cent).

If both government buying and private investment dip, better selling can keep national product at high level.

► **CHANGING MARKETS** key sales effort. That's why research pays off.

One firm comes up with analysis of men's wear as example:

Since '39, adult male population has jumped 10 per cent; spending power, 250 per cent.

What's happened to men's suit sales?

They're off 22 per cent.

In the '48 to '53 period, business shirt sales dropped 40 per cent; sales of sports shirts rose 110 per cent.

Firm points out: If you don't know who wants what, how can you sell?

► **SALES EFFICIENCY**—when it should be showing rise—drops.

Survey of 40,000 retail outlets rates sales people 68 per cent efficient.

That's on basis of productivity measured against norm established by management consultants.

Percentage of efficiency on same basis in '49: 71.2.

Findings:

Improvement in personal appearance, no improvement in initiative, decline in knowledge of over-all operation.

Note: Food stores again rate first in sales efficiency.

► **GROWING MARKET:** Retired persons.

Have you weighed sales potential in fact people live longer?

In 1900, a man of 65 could expect to live 11 years.

Of that period, he would work six years, be retired for five.

In 1950, he'd live 12 years, work only four, be retired eight.

By 1980, he will have increased life expectancy by 15 years. He'll spend three of it working, 12 in retirement.

► **THERE WILL BE** no action this year on proposed personal tax exemptions boost

—but much talk. Talk will come in political campaigning.

Here's what happens if the exemptions are raised:

Increase of \$100 (from \$600 to \$700) erases 7,000,000 taxpayers from the books.

Increase of \$200 means about 12,500,000 persons pay no tax.

If defense expenditures, other government services are maintained at current levels, this means added tax rate burden or bigger deficit.

► **DON'T BE MISLED** by business failure figures.

They're up—in numbers and amount of liability—run about 20 per cent higher than '53 (2,600 to 2,100 year ago).

Also up: New business incorporations.

Commerce Department figures show 10 to 11 new businesses formed each month for every one that drops out.

Example: In one month, 867 failures.

In same month, new businesses: 9,543.

Optimists use new business figures, pessimists use failures.

Balance one against other to get full picture.

► **MORE BUSINESS** means more inventory.

And more inventory means added need for capital.

If you're going to boost volume, your shelves must be filled with what the buyer wants.

Example:

Hardware retailer formerly did annual \$40,000 volume on \$10,000 inventory.

Today: Volume's up to \$80,000 or \$100,000; inventory investment climbs to \$35,000 or \$40,000.

Result: Inventory's gone up four times while sales double.

Same ratio doesn't hold for all retailing, but it's factor to watch in either rising or falling market.

► **IT WOULD TAKE** the average worker three and a half years to pay for his job out of salary.

That's if he turned back total wage, saving nothing for food, clothing, shelter, family necessities.

Industry investment per worker is estimated at about \$12,000. Average wage: About \$3,600 a year (before

washington letter

taxes) at \$1.80 current hourly rate.

For some industries with huge investment worker could plow back his total wage for 70 years—more than his working life—before equaling investment which created his job.

► **YOU HAVEN'T HEARD** last of excise tax cuts.

Many business areas are under study now. There may be more tax chopping next year.

Two areas: Automobiles, travel taxes.

It's estimated travelers this year will save \$100,000,000 as result of excise cut from 15 to 10 per cent.

But government's looking at over-all travel picture:

Interstate Commerce Commission says railroads use less than 30 per cent of available seats.

Buses use about half; airlines about 65 per cent on domestic flights.

Possible solution: Cut excises for both public and private transportation to 5 per cent.

► **WORKERS COST MORE**—for awhile—if your business dips.

Labor costs, made rigid by contracts, don't drop as fast as sales.

Other costs—selling, administrative, local and payroll taxes—also dip more slowly than sales.

Direct labor costs now are about 20 per cent of sales.

That's 2 per cent higher than boom '53.

► **HERE'S HOW** technology has increased efficiency of dollar:

In 1919, businessmen invested \$102 for every \$100 of production (on ratio basis).

Figure drops to \$88.50 investment for each \$100 in 1929; \$74.10 in 1937; \$64 in 1948; about \$60 today.

► **EMPLOYEES WORK** about three years on same job.

The figures:

For men, 3.9 years; for women, 2.2.

However, 20 per cent of workers reporting to national office management survey have been on same job 10 years or more.

If you have turnover problem, measure

your employees' records against average.

It's handy yardstick to determine if you need better personnel management.

► **SMALL BANKS** disappear at rate of about 140 a year—through merger or liquidation.

Note: Bankers aren't worried over financial soundness—it's high.

But they estimate 3,500 of nation's 14,000 banks will close in next 25 years if present rate continues.

Small bankers seek:

1. New financing plan, where bank can be bought on time payments.
2. Legislation to liberalize investment practices.
3. Broadened program to attract equity capital.
4. Participation by local businessmen in establishing new banks.

► **BRIEFS:** Federal income, excess profits tax paid by 50 firms on New York Stock Exchange (\$3,186,142,000) is more than entire federal budget of 1928 (\$3,103,000,000). . . . What are "boom" years? U. S. Steel had biggest net in 1916, National City Bank in 1929, Consolidated Edison in 1930, Pennsylvania Railroad in 1942, General Motors, General Electric, Du Pont in 1950. . . . "The Business Founding Date Directory," published by Morgan and Morgan, Scarsdale, New York, lists more than 9,000 U. S. firms founded between 1687 and 1915—all still in existence. It's first book of its kind. . . . One in every 45 families in the U. S. gets dividends from A.T.&T. . . . Out of 5,806 cases completed by the Renegotiation Board, only two have been appealed to the Tax Court. . . . 39 per cent of 1,280 high school seniors think profit incentive's needed to keep our economic system alive, Opinion Research Corporation says; 61 per cent don't think so. . . . 8,000,000 families in \$5,000 to \$10,000 income bracket own no stock in U. S. firms. . . . Reduction in hours worked holds down unemployment: Weekly average of 39.4 hours is 1.6 hours less than year ago—equivalent of 700,000 full-time workers. . . . 60 per cent of 1,700,000 transoceanic passengers use air transportation, U. S. Immigration Service says.

**We won't make
that mistake again!**

10-DAY FREE TRIAL OFFER



"You sold us on Istitix Printed Tape for package sealing", wrote shippers and retailers, "but you neglected to mention that your tape moistening machines are terrific in their own right."

We don't want to make that mistake again! So we're extending an invitation to you to try a National package sealing machine in your own shipping room or store on a ten-day trial basis.

We want you to see for yourself, if you are a manufacturer, how much faster the National "88" Electric Taper enables you to seal cartons... how it reduces packer fatigue. If you're a retailer, you'll find that the National Package Sealer (Model 208) gives you more selling time, and insures neat, smart packages.

The advantages of Istitix Printed Sealing Tape—for the shipper and for the retailer—have been put into booklet form. Simply check the coupon for free copy. Remember, only Nashua makes both gummed tape and tape moistening machines for every type of business.

MAIL COUPON NOW!

NASHUA CORPORATION
Nashua Package Sealing Division
Dept. R-6, 44 Franklin Street
Nashua, New Hampshire

My business is

☐ MANUFACTURING

☐ RETAILING

Please send me your new Printed Sealing Tape booklet, and information about Nashua tape moistening machines and your 10-day free service trial.

Name _____

Firm _____

Address _____

City _____

State _____

Letters TO THE EDITOR

Nicknames and headlines

I, and many others that I know of, take exception to the reference to our President as "Ike" in so many of the articles in your magazine and more particularly in the article by Tris Coffin in April.

It seems to me that a man occupying the highest office in the land should be honored and respected by being addressed and referred to as the President of the United States. Incidentally his name is not "Ike"—it is "Dwight." Of course it is no doubt a planned action designed to appeal to the so-called democratic level of our populace. In my opinion it would be better to appeal to the higher strata.

Isn't Russia's philosophy designed to appeal to the lower strata?

ARTHUR H. MEYER
Evanston, Ill.

Note: From a transcript of President Eisenhower's press-radio conference on Dec. 16, 1953:

John C. O'Brien, Philadelphia Inquirer: "For the guidance of our headline writers, do you object to the use of your nickname in headlines?"

President Eisenhower answered in effect: "Of course I don't. All my life I have answered to that nickname. I realize that individuals have their own ideas of the customs that should be applied to an office such as that one I now hold, and I would say that everybody's sense of the fitness of things and of good taste is the deciding factor."

"So far as I am concerned, it makes not the slightest difference."

A plea for food pantries

My train of thought was stimulated by the comment in NATION'S BUSINESS that we had come a long way since "the family had to preserve its own food for winter use." I am not so sure that is really progress. So many families are so dependent on the store for their immediate food supply.

I wonder if it would not be well to encourage people to have a stock of food on hand for any type of emergency. Then people could eat when the transportation problem was being worked out. It would remove the most urgent problem that would face civil defense leaders. Just imagine what would happen if a bomb hit New York or Detroit or Chicago. The rest of the country would jam the stores to get food and have it on hand. What a mess! But if everyone (or most people) had one to six month's supply of food in their homes or lockers the biggest crush would be avoided.

Now if this were to happen—war—we would be ahead of the rush, the speculation, much hysteria, and one big problem would be removed.

Finally, we know that food is one thing we produce in surplus. The only problem is to get it distributed. Why not encourage people to have a "bank" of food in their homes—which is used and replenished regularly—to prepare the way for emotional stability in the day of stress.

DR. WESLEY P. GOULDING
Corvallis, Ore.

Regulation for management

Leo Wolman's article, "The Santa Fe Case," helps to point up a tenet which has long been the subject of discussion: that railroad management is subjected to far more government regulation than railway labor unions, and that the latter have tended to become "too big for their pants" with constant outrageous demands on management and failure to observe moral and ethical principles regarding the rights of individuals.

LEON C. RAGAN
San Francisco

Foreign trade helps home trade

Yes, foreign trade is far-reaching. One of our good Midwest general agencies is located at Cedar Rapids, Iowa. Over the past quarter century around 2½ per cent of our business has come from that agency.

The prosperity of Cedar Rapids, so dependent upon foreign trade, is of considerable importance to our small New England town here, as it must be to many other communities.

We employ 500 people in our home office. Without the Cedar Rapids agency, we might have 2½ per cent fewer employees here. In other words, some 12 people might be without work. Their buying power contributes to Montpelier's prosperity, to say nothing of the meaning of their employment to their own families.

C. V. SHEPHERD
Vice President
National Life Insurance Company
Montpelier, Vt.

Hazards of B.B.B.

I am the one who was referred to in Don Wharton's article about the Better Business Bureau as the manager of the Toledo Bureau whose front porch was bombed. Also I was the Columbus Bureau manager who was shot in the back in 1944.

My experience in Toledo occurred in August, 1931, right after all of the banks had closed because of runs on them. In fact the banks had closed on Saturday and the homemade bomb was placed on my front porch a little after midnight Sunday. It blew a hole the size of a derby hat in the floor of the enclosed porch and blew open the front door into the living room. There was a

Large trucks or small, cut costs with
THE FIRST ALL-NEW TRUCK TIRE IN YEARS!



Pay No More—get up to 47% More Tread Life, Plus 24% More Traction!

WHETHER YOU OPERATE a pickup, panel delivery or big highway rig, you'll cut costs, get longer mileage and safer traction when you switch to Goodyear's *all-new* TRACTION HI-MILER.

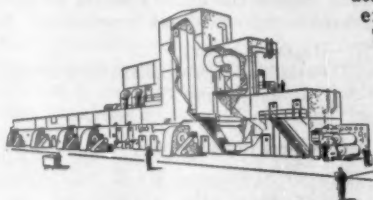
Tougher, better-wearing, cooler-running compounds resist heat blowouts. Flatter, huskier tread—in new 5 rib design—gives far slower, more uniform wear. You get up to 47% longer wear.



Old style tread grooves squeeze into damaging points, (left) often cause cracking. New tread grooves (right) keep rounded shape, practically eliminate cracking.



Traction Hi-Miler Stop-Notches compress into sharp-edged teeth as they meet the road — provide 24% more nonskid traction!



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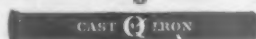
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Cast Iron Pipe Research Association, Thos. F. Wolfe, Managing Director, 122 So. Michigan Ave., Chicago 3.



tremendous noise and people gathered from all over the city so that there was a crowd of more than 100 people around our place at 1:30 in the morning.

We were not able to determine at the time who had placed the bomb but many weeks later I did my own sleuthing and discovered it was a solicitor of sorts with whom the Toledo Bureau had come in contact on many occasions. The man subsequently was charged in Municipal Court with malicious destruction of property and was found guilty. The damage was not sufficient to send him to the penitentiary so he was sent to the workhouse where he served time. He later died.

The Columbus experience occurred on Aug. 14, 1944. A man who had been operating a collection agency had been the subject of numerous complaints from businessmen who failed to get any settlement after having turned over accounts for collection to him. I went to his office to discuss some of the cases. The conversation was not unfriendly and the man asked me if I could suggest something that he might do to get straightened out since he knew that we had many other complaints in addition to the ones we discussed in his office. I asked him to give me a few days and I thought I might be able to suggest a formula.

I was accompanied to his office by a lawyer, an acquaintance of mine, who had an office in the same building with him. I had asked the lawyer to accompany me merely to witness the conversation. As we left the office I shook hands with the man, thanked him for his time and told him that I would be in touch with him in a few days. I started down the corridor and had gone about five feet when the man pulled a .38 revolver from his pocket and shot me in the back. The bullet hit me about an inch from the spine and passed clear through. He immediately returned to his inner office, put the revolver in his mouth and committed suicide.

I was rushed to St. Francis Hospital where I was placed in surgery. I was on the operating table for more than three hours. I left the hospital after five weeks but it was Dec. 20, 1944, before the doctors would let me return to my office part time.

HOMER E. FRYE
President Better Business Bureau
Columbus, Ohio

Debunking log cabins

In your April issue, Mr. R. L. Duffus, remarks about the absence of log cabins in the maternity wards and seems to think that perhaps if there was such a thing we might bring out more presidential material, and without doubt he was thinking of Abraham Lincoln.

When I read the piece, I wondered if Mr. Duffus had ever made this following observation: Lincoln was not great because he was born in a log cabin, but because he was able to get out of it.

CHARLES E. FABLE
Westport, Conn.



Do U. S. businessmen work too hard?

YOU KNOW how your wife would answer that. Maybe your doctor, too. But chances are, what gets you about being *too busy* is that you just don't have time to think.

If businessmen did have time to stand back, mentally, and get a little perspective on their firms, it's a sure bet that 70% of them wouldn't be entrusting the records they must have to stay in business to "incinerator" safes!

What's an "incinerator" safe? Take a look in your office. If your safe doesn't bear the independent Underwriters' Laboratories, Inc., label, you've got one. It'll very likely cremate your records if fire ever starts.

And don't think this danger is any less because you're located in a fireproof

building. These buildings just *wall-in* fires. Make them *hotter*.

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It's ruinous!**

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You could be one of the American firms now in danger, without even *knowing* it. Check now! Get a free Mosler FIRE "DANGERater." Find out your "DANGERater" and get the protection it *calls* for. But don't trust anything less than the *best*. Mosler is recognized as the leader in protection features, styling, value. Consult classified telephone directory for the Mosler dealer in your city. He has a full line of Mosler Record Safes. See him. Or mail coupon for "DANGERater," today!

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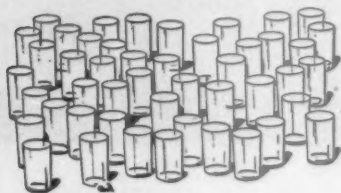
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A mismanaged eclipse

A TOTAL eclipse of the sun is now planned for Wednesday, June 30. As usual the astronomers have managed badly. A few persons in Nebraska, in northern Iowa, Minnesota and Wisconsin, parts of the Dakotas, upper Michigan, Greenland, Iceland, Norway and various foreign parts will see this eclipse in its totality. Will I see it? No, unless I travel to where it is. Like many millions of my fellow citizens I am being discriminated against. If my opinion were asked—and it seldom is—I'd say either let's have no eclipses at all or else let's have them where the most people can see them.

Age cannot wither

THE New York *Herald Tribune* not long ago reported the death of "the oldest known dog in Italy, and possibly in the world." This venerable animal had reached the age of 21, so it was said. Like the old gentlemen who die at 101 by falling out of cherry trees (why cherry trees I was never certain but it always was) this dog scorned to pass peaceably away in bed; he got himself run over by an automobile. However, my real reason for mentioning this incident is that I want to find out if one or more persons who read this department are under the impression that they own dogs that are more than 21 years old and have not yet been run over by one or more automobiles. If there are any such I would, of course, like to hear from them. I might also mention our own late, beloved, fur-bearing mammal, Petunia, who left us for what we hope is a cat heaven at the age of 16.

Old-fashioned what?

ONE of the most pleasing expressions in the English language, so long as we don't stop to think about it, is the phrase old-fashioned. Old-fashioned winters sound cozy. Old-fashioned virtues seem shinier than those we have today. But does a

woman want an old-fashioned hat or dress? Does a householder long for old-fashioned plumbing? Do persons who grow misty-eyed about old-fashioned country stores realize that in such a store you might have to shoo the cat out of the cracker barrel



to steal a cracker and some cheese, and that in most cases the storekeeper went bankrupt every three or four years?

Do you want old-fashioned transportation, old-fashioned schools, old-fashioned kitchens? Would we cheerfully abolish motion pictures, radio, television and central heating, none of which could be called old-fashioned? I don't think so. But it's a nice sounding expression, as long as you don't have to do anything about it.

More g.o. days

MY OLD correspondent Percival Snorkle, of High Heaven, Vt., wants me to say on his behalf that he thinks life was more interesting in the days when there was something mysterious about women's ankles.

Bald, but nonpartisan

I HOPE I shall not be accused of being either pro-Republican or pro-Democrat if I say that I sympathize with the attempts of President Eisenhower to get press photographers to take his picture without undue emphasis on the top of his head. We bald-headed men, of whatever party, must stand together.

Magic, black and white

THE Senate of Massachusetts refused to pass a law clearing the record of Ann Pudeator, convicted

of witchcraft in Salem in 1667. It appeared that this reaction was not so much due to belief in Ann's guilt as to a desire—and don't ask me to explain this—to attract tourists to Salem. Personally, I don't think witchcraft ever passed out. Witchcraft is a sort of magic, which can be black or white; and even today one sees young men led into marriage, with all its expenses and responsibilities, by the magic in a young woman's eyes or voice, or the way she does her hair. I hope that kind of magic will never die.

Add happy sounds

AS FOR sounds, one that I like is the chirping of a cricket or a peeper (call it "pipa," if you like), and another is the roar of a steamship as it backs out of its mooring to begin a transoceanic passage. I'd like to write a symphony in which both these kinds of music occur—and if I can spare the time to learn all about harmony perhaps I will.

On being neat

BEFORE I left on my vacation I cleared out my office desk drawers and brushed the big pile of second-class mail and semi-readable books and magazines off an adjoining table.



As I went on with this work I found some reading matter I didn't know I had, relics of weeks and months gone by; I dug down through layer after layer like the archaeologists exploring the sites of Nineveh or Troy. I am not going to let this sort of thing happen again. I am resolved henceforth to be systematic and neat. To paraphrase a saying of Mark Twain, I find this easy—I have made the same resolution so many times before.

What about vinegar and sugar

THERE ARE, I recently learned, 78 kinds of French dressing, classifiable (so everybody hopes) into four major categories. Pour a major category on your lettuce and tomatoes, I say, and what have you? Every time I hear anything like this I turn conservative and even reactionary. I was brought up on vinegar and sugar as a salad dressing. Allowing for quality there is just one kind of vinegar and sugar.

NATION'S BUSINESS • JUNE 1954

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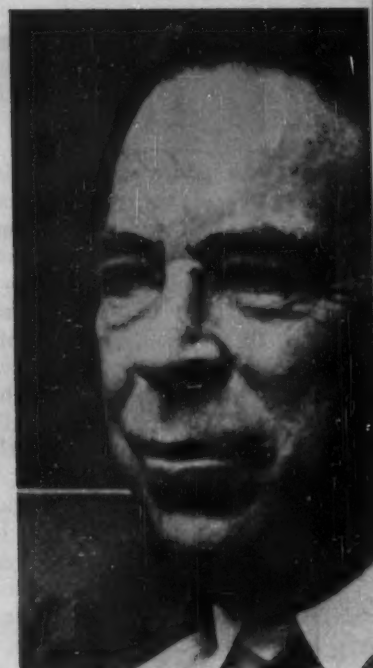
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OF NATION'S BUSINESS Trends

THE STATE OF THE NATION

BY FELIX MORLEY



RECENTLY many Americans have been wondering why the foreign policy of the United States has proved so ineffective. In spite of the huge amount of money spent abroad, and in spite of a material and moral superiority that seems self-evident to most of us, we are losing rather than winning friends. The number of those who want to be neutral, as between the United States and Soviet Russia, is not diminishing. On the contrary, it is on the increase.

The natural tendency, in such a condition of frustration, is to blame somebody else. And we are not hesitant to do so. India's Prime Minister Nehru has become the target of much American criticism for refusing to take sides, in either Korea or Indochina. The French are blamed for dragging their feet in regard to the remilitarization of Western Germany. Latin Americans are condemned for suspecting our motives in respect to troublesome little governments like that of Guatemala. Even the English, whom we generally regard as blood brothers, are accused of ingratitude for recognizing Red China and seeking to expand their trade behind the Iron Curtain.

This criticism arouses counter criticism. Scarcely a day passes without foreign editorial attacks on the United States as domineering and aggressively imperialistic. Such charges, from communist sources, are to be expected. But assertions that we are throwing our weight around in unseemly and provocative fashion are by no means limited to the communist press. They come from British,

Canadian, Australian, Mexican, French, Italian, Swiss, Scandinavian, Arab, Indian and South American sources. This irritation, within the free world family, is helpful only to the Kremlin. And it has decidedly reached the stage where we should frankly ask ourselves to what extent it is the fault, not of others, but of ourselves alone.

• • •

One of the chief causes of anti-American feeling, undoubtedly, is our tendency to assert that our habits, customs and beliefs are superior. It does not matter that in many respects they are superior. Other people do not welcome the suggestion of their backwardness when we shout that we possess more telephones, television receivers, automobiles, refrigerators, automatic dish washers and personal debts per capita than any other nation. No individual wins popularity by boasting of his material assets and it is the same where nations are concerned. The natural reaction is to say: "What of it?"

And it is when Americans are asked to explain how it profits us to have so many possessions that we are least convincing. For it is pitiful to argue that material wealth is an end in itself. Yet we come close to asserting that the number of television sets is more important than the quality of the programs they carry. It is like saying that life in a city with 1,000,000 population is 100 times as agreeable as life in a town of 10,000 inhabitants. Nobody bucking modern traffic believes that.

The effort to prove virtue by reference to our

Trends

OF NATION'S BUSINESS

technical competence is not merely irritating to others. It also plays into communist hands by emphasizing rivalry in the one field where Russia is most competent to compete. If the hydrogen bomb is the greatest achievement of civilization, then the Russians, who have also produced it, can claim to be as good as we are. If the number of tanks that come daily from an assembly line is a measure of national grandeur, then the huge arsenals of the Soviet Union are also a proof of communist success. We would like to think that communism has no claim to mechanical accomplishment. But all our civil defense precautions, to say nothing of the warnings from our military leaders, show that we actually give a lot of unwilling credit to Russian know-how.

In his new book, "Freedom Against Itself," Clarence Streit emphasizes that unskilled labor can operate most modern machinery with very little direction. Therefore our advantage over Russia is not one of productive capacity. It rests in our freedom to learn for ourselves—assuming a desire to do so.

Realization that our country is not omnipotent, and can neither buy nor command the respect of others, is salutary. It is a healthy reminder that mere physical power never succeeded in making either a man or a nation truly great. It is a timely hint that the successful empires, like the successful men, have always been those with a lively capacity to learn from others. Whether we have that capacity to the degree demanded by circumstance is still to be demonstrated.

It is both a strength and a weakness of the United States that the average American conforms readily to prevalent standards, and tends to resent unfamiliar ideas. On the positive side, this general uniformity of thought means that Americans work together cooperatively with a minimum of coercive pressure. On the negative side it means that we tend to follow a mass pattern of thinking regardless of whether it makes sense from the long-range viewpoint. As long as the United States was isolated from world politics the national characteristic of conformity did little or no harm. Indeed, it built national strength, by giving unity and decisiveness to a nation welded out of many different ethnic elements.

The shadow side of intellectual conformity began to be pronounced as soon as the United States moved out of isolation to attempt the tricky task of world leadership. Then flexibility of thinking, rather than adherence to a popular pattern, became imperative. For instance, we can now see that a decade ago the policy of building up communist Russia, and of destroying Germany and Japan in the Russian interest, was tragically shortsighted.

But the single objective then was to "win the war," and anyone who openly questioned the desirability of our alliance with the Kremlin was put down as an "obstructionist" or worse.

Yet anybody with any knowledge either of Russian history or of communist doctrine could have predicted—as some few bravely did—almost exactly what has happened since the German and Japanese barriers to Slavic imperialism were, at our insistence, completely shattered. And today our foreign policy feverishly seeks to contain a potential enemy whom only ten years ago we blithely invited deep into western Europe and southern Asia.

The inescapable moral is that world leadership demands much more than mere military strength. Indeed physical power is to some extent a disadvantage, because if stupidly exercised it can do irreparable damage to our own best interests.

For several centuries Great Britain ran a cosmopolitan empire, on the whole extremely well, with very little physical force behind it—not even a conscript army. The British imperial success was wholly due to a small but highly trained governing class. Almost from the cradle this aristocracy was disciplined in the techniques of empire building. Its largely hereditary members underwent a most rigorous educational apprenticeship. As young men at Oxford and Cambridge they really studied world history and world economics. They had to be proficient in languages, and knowledgeable in the customs and prejudices of other lands. Advanced on merit alone to proconsular rank, this English elite served the Empire as a life career, and in return received the habitual support of Parliament and press. More, even, than medicine or the law, diplomacy was for the English a professional occupation.

In our own democratic country, the creation of such an elite class, with unquestioned control over foreign policy, is almost unthinkable. It would run counter to the deepest instincts of our people. Yet there is really only one alternative to the guidance of foreign policy by aristocrats. And that is a very high level of public understanding in regard to other peoples, whether friendly or hostile.

Such an understanding is not to be gained overnight, and is not to be gained at all without very considerable changes in our educational system, cultural interests, newspaper coverage and radio comment. One step toward a more competent foreign policy can, however, be achieved immediately.

We can all, as citizens, show more tolerance of actions by other governments that at first glance seem irritating; for instance, the devotion of Indian Prime Minister Nehru to that same policy of neutrality which, until a few years ago, was regarded by most Americans as proper and desirable for the United States.



How a Polaroid 60-second camera did a hurry-up job of fact-finding

A representative of **FIRST NATIONAL STORES** flew to a distant city to look over a possible new store location. Later that same day he was back at a meeting in his office, discussing actual photos of what he saw. Here's how a Polaroid Camera made this possible:

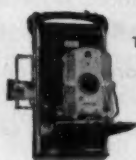
The representative hovered over the site in a helicopter . . . took pictures to show population concentration, traffic flow and accessibility to the proposed store. Because he used a Polaroid one-minute Camera, he was able to check his pictures one by one . . . while he was still aloft. If a shot didn't show just what he wanted, he could take it again, before it was too late. Back at the

home office, his photos helped wrap up all the facts necessary for a fast, sound decision.

Getting facts to the home office fast is only one of many ways 60-second photos can help you on the job. Attach them to reports to save time and lengthy descriptions. Use them in job instruction . . . as proof in damage claims . . . to help you show work progress . . . to illustrate products for sale. A Polaroid Camera can do a better job of filling these needs because you have your pictures in just 60 seconds and because the camera is a cinch to use, inexpensive to buy and operate.



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This is a smokestack. This beautiful War Memorial Tower actually conceals the smokestack for the U. of Detroit's steam plant. Though it's in the very center of the campus, there's never any smoke problem, thanks to a modern coal-fired power plant.



If you want to cut steam costs, it will pay you to investigate the advantages of modern coal equipment. For example, you may be able to save as much as 20% on fuel alone by replacing outdated equipment with modern stokers and boilers. Or, a small investment in modern controls and other up-to-date, fuel-conserving devices may boost efficiency of your present operation.

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WASHINGTON MOOD

BY EDWARD T. FOLLIARD

THE COUNTRY probably will see a lot of President Eisenhower in the months ahead, and those who have not had a close-up of him since 1952 may detect a change. His oratory is now what the politicians call high level. It is inspirational rather than disputatious, designed to soothe rather than to arouse.

It is not likely that there will be many cries of "Pour it on, Ike," as he tours the country in an effort to keep the Republicans in control of Congress. He just won't be making the kind of speeches that evoke such partisan emotion.

This doesn't mean that there is a new Eisenhower. Having watched him on the stump in 1952 and in the White House for the past year and a half, I am convinced that we now see the real Eisenhower—a man who has a profound distaste for controversy, especially when it involves himself. It is no secret that ghost writers turned out many of his speeches in '52; I think they turned out virtually all of the angry ones, the so-called fighting speeches.

Occasionally in that campaign, General Eisenhower would drop his role of political warrior and get off some remark that would show his true feelings; that is, his unhappiness over strife among Americans and his longing for a united country.

One such occasion was at Little Rock, Ark., where he addressed an open-air rally in September. He had been blasting the Truman Administration, denouncing the "mess," high taxes, high prices, and regimentation.

Suddenly he became mellow. Why, he asked, couldn't there be a climate of cooperation in this country in which management and labor problems could be worked out in proper fashion and other problems solved in a friendly way, too?

"I believe we can do all these things," General Eisenhower said, "if we will try to establish a feeling of 'Good morning, neighbor,' instead of 'Well, who are you?'"

It was a surprisingly quick change of pace for the Republican nominee, and it brought a quick change in the crowd. From the farmers and others spread out on the field came murmurs of "Amen! Amen!" whereas a few moments before there had

been yells of approval as he went after the Truman Administration.

The truth is—and it has become more and more evident in the past year and a half—that President Eisenhower just doesn't like to fuss. Above all he doesn't like to engage in personalities. He is just as susceptible to emotional reactions as the rest of us, and is capable of an anger that makes his face redden, but he seems determined to restrain himself and not to engage in public quarrels.

A lot of people here in Washington, including some Republicans, would be happier if the Chief Executive would just let himself go sometimes. They think that he might have saved his administration embarrassment if at times he had been bolder and more outspoken. Those who talk this way are usually people who dislike Sen. Joe McCarthy, who think that he should have cracked down on the Wisconsin lawmaker a long time ago.

General Eisenhower is, of course, aware of this kind of talk. Evidently it is painful to him, implying as it does that he is lacking in forcefulness. He has never argued openly with these critics, but he has answered them indirectly. He has done it in talking about two other Republican Presidents, Theodore Roosevelt and Abraham Lincoln.

He has tried to show that Teddy and Honest Abe, like himself, were anything but fire-eaters.

In dedicating Sagamore Hill, Theodore Roosevelt's home at Oyster Bay, N. Y., as a national shrine last autumn, President Eisenhower gave a little talk that was most revealing of his own make-up. He said that Americans were inclined to "overdramatize" their great men and so get a "lopsided" view of them in their own minds.

In talking about T.R., the doughty Rough Rider, he said:

"We like to think of his relationships with Congress as galloping down Pennsylvania Avenue on a spirited charger with a sabre in his hand; riding into the Senate and House and demanding what he wanted and riding out with everybody cowed. . . .

"But the fact is he was a wise leader. He was not a swashbuckler, not a bull in a china shop."

He told of Teddy's troubles with Tom Platt, an

Trends

OF NATION'S BUSINESS

influential New York Republican of the day, whose wing of the G.O.P. was "horrified" by some of the Rough Rider's programs.

"Did he get a ball bat and pound him over the head?" President Eisenhower asked. "Did he take the stump and curse this man? He did not. His biographers say that he set out to win his man, and they say he resorted to cajolery; he used every form of polite advance that there was open to him, including many breakfasts."

Some of those who heard the President's talk at Oyster Bay that day smiled to themselves, having in mind the fact that he himself was then setting an all-time record in feeding senators and representatives at White House breakfasts and luncheons.

The Washington Post, a pro-Eisenhower newspaper, refused to accept his portrait of Theodore Roosevelt. It did some research and then reminded its readers of a letter T.R. wrote to Sir George Otto Trevelyan, an English historian, a few months before he retired from the White House.

"While President," T.R. told the Englishman, "I have been President, emphatically; I have used every ounce of power there was in the office and I have not cared a rap for the criticism of those who spoke of my 'usurpation of power'; for I know that the talk has been all nonsense and there has been no usurpation. I believe that the efficiency of this government depends upon its possessing a strong central executive. . . ."

Teddy Roosevelt, in his autobiography, wrote of his efforts "to get on" with the leaders of Congress. He said:

"We succeeded in working together, although with increasing friction, for some years, I pushing forward and they hanging back. Gradually, however, I was forced to abandon the effort to persuade them to come my way, and then I achieved results only by appealing over the heads of the Senate and House leaders to the people, who were the masters of both of us."

President Eisenhower's appraisal of Lincoln came more recently, in a visit to the Emancipator's birthplace at Hodgenville, Ill. He made a brief talk outside of the memorial building that houses the "traditional" Lincoln log cabin, and, after praising Lincoln's leadership, went on to say:

"I would like to remind you of the methods he used in leadership. You can find no instance where he stood up in public and excoriated another American. You can find no instance where he slapped or pounded the table, or struck the pose of a pseudo-dictator or of an arbitrary individual.

"Rather the qualities he showed were forbearance in the extreme—patience. Once, he called upon General McClellan, and the President went over to the General's house—a process which I

assure you has been reversed long since—and General McClellan decided he did not want to see the President and went to bed.

"Lincoln's friends criticized him severely for allowing a mere general to treat him that way. And he said, 'All I want out of General McClellan is a victory and if to hold his horse will bring it, I will gladly hold his horse.'"

President Eisenhower may ultimately be goaded into angry actions; but, if words mean anything, he was saying that day in Hodgenville that he is determined to emulate Lincoln and show patience and forbearance—to avoid "striking a Napoleonic attitude at any time and under any provocation."

The soldier-statesman, in his travels in the months ahead, hopes to be able to point to some solid accomplishments. He is proud of the savings he has achieved, but is somewhat apprehensive about the record of Congress up to date. His associates in the White House say that the party will be in "bad shape" if it doesn't get a minimum program through.

President Eisenhower, it is clear, does not see eye to eye with some Republican party officials about the strategy to be followed this year. He is all for emphasizing the positive and the forward-looking; they would like to use at least a part of the formula that worked so well in 1952, including the Reds-in-Government issue.

The Chief Executive has been trying to put down "hysteria"—over Russia, the H-bomb, a depression, communists at home, or any of the other worries that beset Americans.

He doesn't scoff at the danger of communist penetration into government, the schools or industry. But this fear, he insists, has been "greatly exaggerated." He points out that there are only "25,000 doctrinal communists" in the country, and "the FBI knows pretty well where they are."

Most Republican candidates have been planning to put right at the top of G.O.P. accomplishments the cease-fire in Korea. Then comes a sensational off-the-record speech by Vice President Richard M. Nixon, in which he talked about the possibility of American troops going to Indochina, no matter how unpopular that might be politically. This Nixon speech caused some furious grumbling among Republicans on the Hill, who felt that it would becloud the armistice-in-Korea issue.

It got no publicity, but Nixon said something else in that speech that was vastly comforting. He wasn't dogmatic about it, but he suggested, on the basis of a talk he had with a noted military man in his world tour, that the H-bomb might never be used—that, since both the United States and Russia had the power to destroy each other, the bomb had become the great equalizer and might well remain on the shelf in the future as poison gas did in World War II.

NEW

1/2" Tuf-flex® Tempered Plate Glass Doors

**How do they differ
from the widely used 3/4" Tuf-flex Doors?**

1. **LIGHTER WEIGHT.** For example, for a 3' x 7' opening, the glass in this new 1/2" door weighs about 131 pounds, compared with 197 pounds for the 3/4" door commonly used in the past. That makes it:

**EASIER TO HANDLE—EASIER TO INSTALL—
EASIER TO OPERATE**

2. **LOWER COST.** Generally, list prices on the new 1/2" doors, complete with fittings, are comparably less than 3/4" doors of the same size. Many types of framed doors, which fail to carry out the transparency so desired in modern entrances today, are about the same price. This lower cost will enable many more building owners to add attractiveness and appeal of Tuf-flex Doors to their entrances.

**How are they the same
as the 3/4" door?**

1. **TOUGH.** Like the 3/4" door used so successfully in thousands of buildings, these tempered doors are 3 to 5 times as strong as regular plate glass of the same thickness. Extensive laboratory and application tests have proved the strength of the 1/2" Tuf-flex Door.
2. **APPEARANCE.** In style and design, they look just like the popular 3/4" door. Here's an opportunity to carry out the Visual Front idea in storefronts with transparent doors of lower cost. Tempered Plate Glass side lights are also available to match these beautiful doors.

New, modern fittings are available

They're clean-lined—in keeping with the sheer beauty of the Tuf-flex Door. The drawing at the right shows the simple lines of the alumilited fittings which are at the top and bottom of the door. Push bars are also attractively designed. See your L·O·F Glass Distributor or Dealer for details.



TUF-FLEX TEMPERED PLATE GLASS DOORS

LIBBEY-OWENS-FORD GLASS COMPANY • 608 Madison Avenue, Toledo 3, Ohio



Suppose the government dictated a cereal manufacturer's price structure

The breakfast cereal manufacturers of the country have justly earned a reputation as astute merchandisers.

Their managements are sensitive to public needs and wants—and are free to make decisions that, in their judgment, will satisfy those needs and wants.

In setting the price of their products, for example, they do not have an agency of the Federal government decide for them whether or not it is the price most people will be willing to pay.

That is determined—following management's decision—in a free and competitive market.

The railroads, almost alone among those American enterprises which

operate under competitive conditions, are unable to function in this way.

Railroad managements, for example, do not have complete authority to establish their own rates. Instead, their charges must first be submitted to the Interstate Commerce Commission—which may substitute its opinion for that of railroad management regarding the effect of the proposed rates on the volume of railroad traffic.

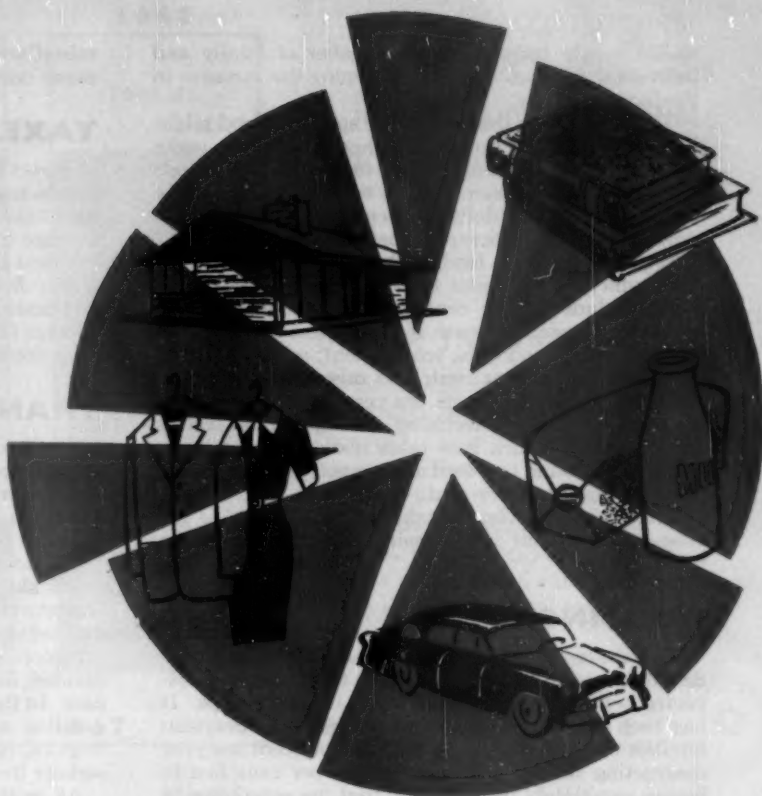
In other words, railroad rate regulation restricts the exercise of managerial judgment—not only in deciding what is good for the public, but also in deciding what is good for the railroads themselves.

The railroads operating in the industrialized and highly populated East are especially hampered by outmoded regulations, Federal and state, which take important decisions out of their hands, or delay them, or make them impossible. They do not seek removal of regulation. They do ask, however, that railroad regulations be modernized, in line with present day competitive conditions.

In our free enterprise economy this method of operation will bring most benefits to the public, labor, shippers, stockholders and all concerned...Eastern Railroad Presidents Conference, 143 Liberty Street, New York 6, N. Y.

INCOME CHANGE BRINGS NEW SALES PATTERN

By PHILIP CLARK



LOOK beyond the always present short-term fluctuations and you can see strong likelihood of rising family and individual income in the years ahead.

To businessmen this means growing—and changing—markets, for as markets' size changes, so do their characteristics. For example, in an expanding economy food sales rise, but not in direct proportion to the increase in income. The shift also produces sharp changes in purchasing patterns within the broad classifications.

That's because each upward movement of income level brings greater discretionary spending power to the buyer. The pattern of these changes is predictable.

Those who make or sell consumer goods are obviously tied directly to the consumer spending pattern. Those who don't deal directly with the household consumer still can relate demand for their products to the way the consumer budgets his spending. A maker of automobile parts, for example, can compute potential market by relating it to the consumer's basic demand for transportation. Each company's share of a potential market depends upon many competitive factors. Measuring these is a specialized job requiring good experience and good records.

But basic information on consumer spending patterns provides the foundation for any planning.

In the charts on the following pages the rounded total number of incomes in the United States, family and individual, have been divided into three equal segments for the years 1947, 1954 and 1961. In 1947, for example, there were approximately 45,000,000 family and individual incomes. The 15,000,000 in the upper third of this group had yearly incomes of \$4,300 or more, according to government and private statistics. Incomes of the middle 15,000,000 ranged from \$2,500

to \$4,300, while the lower third had incomes ranging to \$2,500. Total estimated income for all groups in 1947 was \$172,000,000,000, excluding net savings and investments.

The charts show how each of the three income levels budgets its spending in 1954 as compared with the postwar year of 1947, and with the expected pattern and total income for a period seven years from now.

Two things are immediately obvious when the graphs are examined. As income levels rise, the percentage of money spent for food goes down and the percentage going into income taxes increases.

Although the yearly graphs show only the major breakdowns, an examination of the subdivisions also is important:

FOOD

Food, the largest single item in the average budget, now absorbs between one fifth and one fourth of the family's resources. The total food market for all three groups in 1954 is about \$56,000,000,000. Expected total for 1961 is approximately \$68,000,000,000.

According to long-held economic theories, expenditures for food are supposed to go down in relation to other commodities as the general standard of living rises. The graphs show that this theory seems to be operating in the United States. The middle income group, for example, spent 27 per cent of its income for food in 1947; is dropping to about 23 per cent in 1954; and is expected to spend only about 21 per cent in 1961.

Although the percentage drops, the money actually spent on food by the middle third rises from about \$12,000,000,000 in 1947 to some \$16,500,000,000 in 1954, and to \$19,000,000,000 in 1961. This rise is due

to the yearly increase in the number of family and individual incomes in the group, plus the increase in the income ranges.

The decrease in the percentage spent for food might have been greater except that higher incomes make people able and willing to buy more expensive foods and to eat out oftener. Right now an estimated 14 per cent of the food dollar is spent for meals in restaurants, and economists expect the figure to increase.

Biggest part of the food dollar goes for meat and sea food, which now account for 22 per cent. Other large items include 13 per cent for dairy products—now decreasing largely because of the decline in the use of butter; poultry and eggs, ten per cent; cereal and bakery products, ten per cent; and miscellaneous condiments, fats, oils and sweets, ten per cent. Another item in the food budget declining in importance fast is fresh produce, which now takes about nine per cent. It is losing ground to frozen and canned produce, which accounts for seven per cent.

Nonalcoholic beverages take the remaining five per cent—a share that is increasing as coffee and cocoa prices go up.

HOUSING

The share being spent for basic shelter has been declining steadily, but varies less than might be expected between families in different income groups. It has been found that about 45 per cent of American families rent, with an additional two per cent per year contracting to buy a house; that 29 per cent live in houses completely paid for, and that the remaining 24 per cent are making equity payments on mortgages.

Each of these groups makes a different budget provision for shelter. The rental group on the average allocates 12 per cent of income for shelter. The group buying new houses makes substantial payments from savings in most cases, and its housing expenditures during that purchase year may be nearly half of the total outlay for all purposes. The average family reducing its mortgage pays about 28 per cent of its income for the ownership expenses of housing.

Finally, the family that is living in a completely owned house spends five per cent or less of real income for basic shelter.

Families reducing mortgage loans usually find equity payments making up about half the total outlay. Repairs, interest, taxes and insurance costs account for the other half. At present, interest payments are running about one fourth of equity payments.

Families now spend between four and five per cent of their income for household operation expenses. About 37 per cent of the operating expenses dollar goes for utilities, and 20 per cent is taken for heating fuel. Other items in the normal order of their budget importance are cleaning, laundry and domestic service, including baby sitting.

The trend is toward a smaller percentage of the family budget going for utilities and other household operating expenses. By 1961 the average should be down to about three per cent.

The third part of the general housing expense covers house furnishings and furniture. Usually about six per cent of the family budget goes for this item. The trend is up, and should reach seven per cent by 1961.

Biggest item in this category is for electric appliances which take about 30 per cent of the house furnishings dollar. If TV and radio costs are included, the figure is nearly 50 per cent.

Furniture accounts for about 25 per cent of this segment of the budget, with linens, floor coverings, and

miscellaneous items such as dishes, utensils and the many small products making up the rest.

TAXES

Direct taxes on income, including social security payments, now take ten per cent from the family resources, up from eight per cent in 1947. Because of climbing average incomes, this figure probably will go up to 15 per cent in 1961, making it the third largest factor in family financial arrangements. If the impact of indirect taxes could be shown, it probably would reveal the average family's contribution to government to be more than double the direct tax burden.

TRANSPORTATION

Transportation expenses are claiming an increasingly large share of the family budget. The average for 1954 will be about nine per cent, and by 1961 transportation will take a full ten per cent of consumer income.

Public transportation expense is a comparatively small share; slightly more than ten per cent of the transportation total. The remaining 90 per cent is divided evenly between auto purchases and expenses of automobile operation. Auto purchases are almost evenly divided, in terms of dollars, between new cars and used cars. In the category of automobile operating expenses, gasoline and oil take about half, with insurance, licenses, repairs, tires, parts and other equipment absorbing the other half.

As in the case of housing, a good bit of variation occurs. More than one third of the nation's families still have no automobile. Of the car owners, 25 per cent buy a car in any one year (ten per cent buy new models), although in each year 50 per cent of the families are paying for automobiles, and committing from 15 to 20 per cent of their incomes for this purpose.

In years when they are not paying for auto purchases families spend four per cent or less of total income for transportation expense.

By 1961 it is estimated that consumers will be spending approximately \$7,500,000,000 annually for new automobiles.

CLOTHING

Over the years the relationship between clothing expenditures and total income has been relatively constant with this expense relatively higher among higher incomes. The tendency now is toward a declining share. In 1954, for example, clothing will take about one eighth of the total family budget, but in 1961 the figure is expected to decrease to ten per cent or lower. Indicating the luxury nature of much of the clothing expenditure is the fact that women's apparel takes about 47 per cent of the family clothes budget. On the average, women spend 40 per cent more per capita than men.

INSURANCE

A major factor in the family budget these days is insurance, although little accurate information is available on the extent of this expenditure. The biggest item is life insurance, which now takes about four per cent of family income, and probably will increase to five per cent by 1961. Other important types of insurance are property insurance (included under housing), automobile insurance (included under transportation), and health and hospitalization insurance (included under medical expenses). If all of these were combined, the

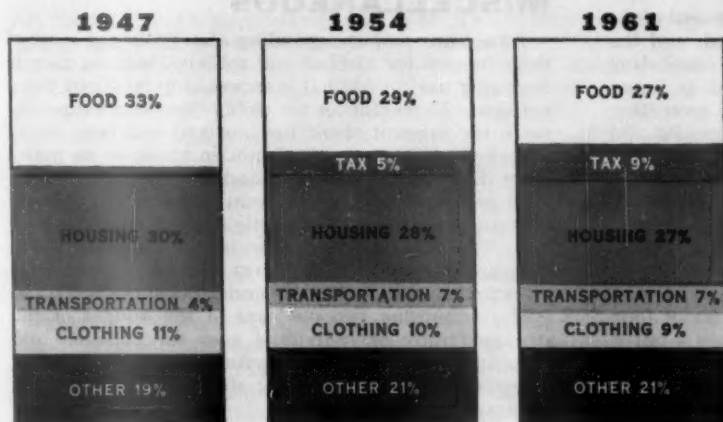
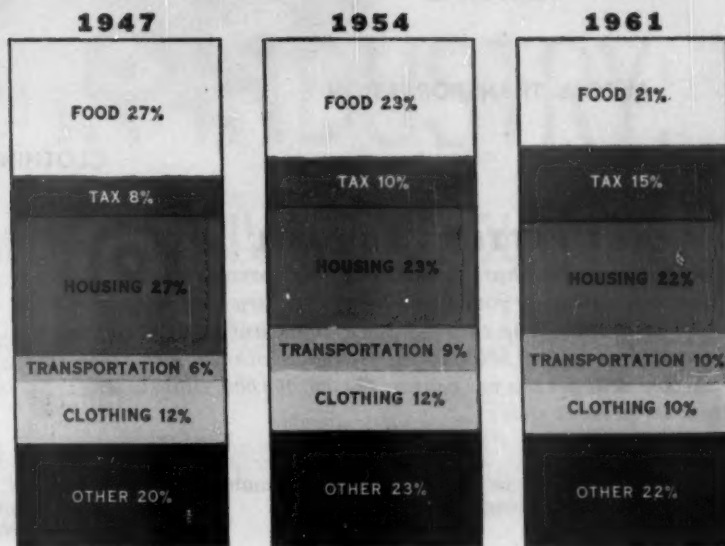


Here's how consumers spend their money. This information is essential to business planning

UPPER INCOMES

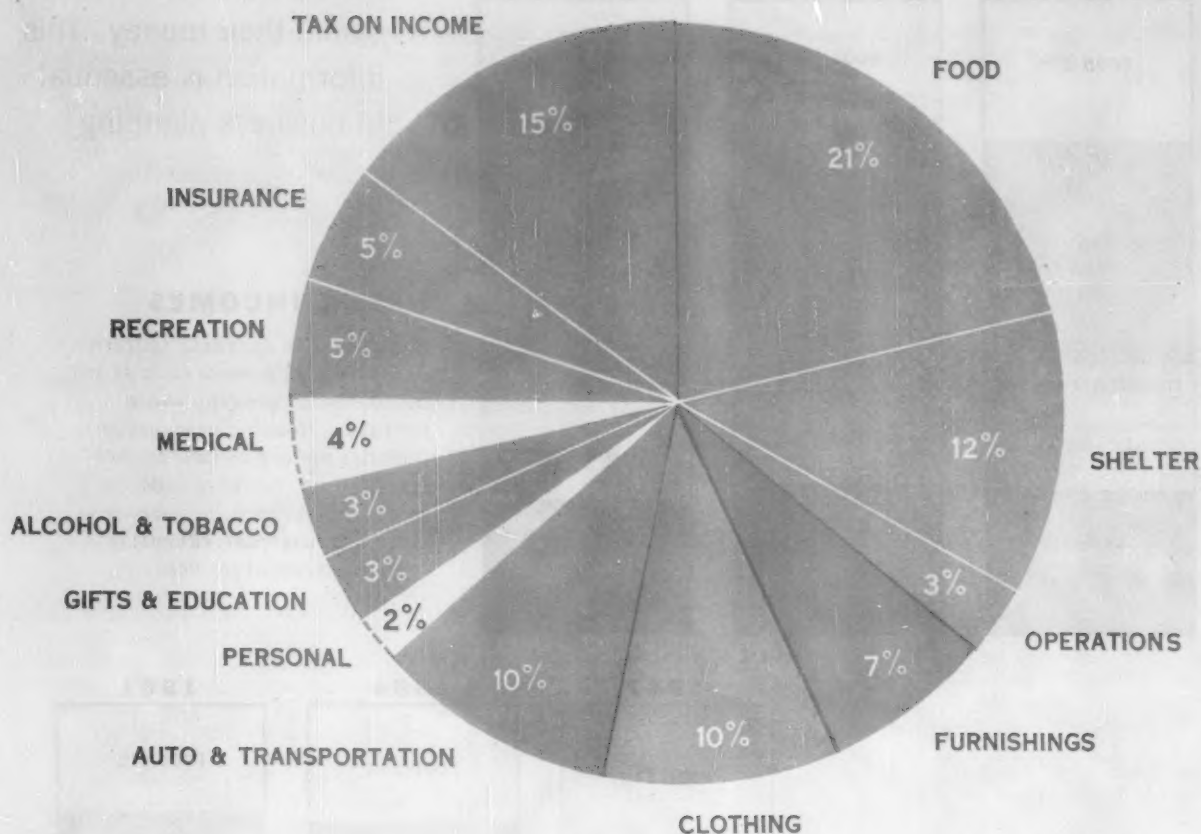
Significant in spending pattern of families with more than \$4,300 income is the growing share for taxes. Housing percentage includes upkeep as well as shelter. "Other" includes tobacco, alcohol, insurance, jewelry, cosmetics, amusement, education, all types of personal services

MIDDLE INCOMES
As incomes drop below \$4,300, food takes increasing share although trend over years is down because of better production, distribution methods. Difference in food share of various income levels is less than might be expected. Higher incomes buy more expensive products



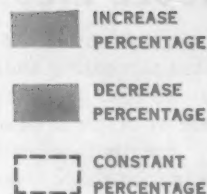
LOWER INCOMES

When income falls below \$2,500 study shows a tendency to compensate for higher taxes by cutting food, housing expenditures. Clothing loses a little but amount spent for pleasant living (black section of chart), transportation (mostly the family car) actually increases a few points



MARKET PATTERN FOR 1961

You may use this chart to estimate what percentage of consumer spending your business or industry can enjoy seven years from now. The chart is based on an anticipated consumer expenditure of \$340,000,000,000. Of this, clothing, for example, will get ten per cent or \$34,000,000,000, slightly less than its present share



total insurance item in the family budget would be more than seven per cent.

RECREATION

Recreation now amounts to about four per cent of the family budget. The trend has been upward, and the figure will read at least five per cent by 1961 (excluding spending for TV and radio sets, classified as house furnishings). The largest items under the recreation category are sports equipment and toys, movies and other admissions, reading matter, dues and fees.

Higher income families spend considerably more for recreation than the average, both as a percentage of income and as a gross dollar amount.

HEALTH

Medical and related expenses now take about four per cent of the family budget. This has been a fairly constant figure over a long period, regardless of the size of the family income. It is expected to stay at four per cent in 1961. The major items under this heading

in the order of the size of expenditure cover doctors, drugs, hospitals, health insurance premiums, burial expenses, dentists, glasses expenses and nurses.

MISCELLANEOUS

Americans now are spending about four per cent of their income for alcohol and tobacco, but the rate is declining, and by 1961 it is expected to be about three per cent. Expenditures for alcohol are approximately twice the amount spent for tobacco, and both items include high proportions of hidden taxes, as do many other items in the household budget.

At present, about five per cent of the family income is devoted to gifts, welfare, religion and private education. This expenditure is expected to decline to about three per cent by 1961. The cost of public education is collected as taxes, primarily under housing.

The remaining two per cent of the budget of the average family or individual goes for personal and miscellaneous items which include jewelry, cosmetics, toiletries, barber and beauty shop services, luggage, repairs and storage.

END



RELIGION IN INDUSTRY:

"Not only to make a living... but a life"

Aware of a growing interest in spiritual values, businessmen are using prayer meetings, literature and chaplain-counselors to fill the religious needs of themselves and their employees

By **CLARENCE WOODBURY**

AN OFFICER of a large advertising agency invited me to luncheon at the Biltmore Hotel in New York City. Instead of suggesting a cocktail before we ate, he offered me what he referred to as a "spiritual pickup."

We went to a small chapel tucked away in the hotel where we joined a group of other businessmen, several of them executives of famous corporations, who had gathered for a weekly prayer meeting. No clergyman was present and no ritual followed, but I have seldom found a more reverent atmosphere. With heads bowed, those industrialists prayed simply but earnestly for divine guidance in applying Christian

principles to their everyday business problems.

That prayer meeting in a busy hotel was just one manifestation of a movement which is making itself felt from coast to coast—the attempt to make religion a part of American industry.

For generations, most businessmen have operated on the theory that spiritual matters are best left to the clergy. Even the most devout have usually hesitated to talk about their religious beliefs during business hours or to introduce them into factory, shop or office. Many have been afraid that, if they did so, they would be accused of proselytizing

for their particular faith or having other ulterior motives.

But today businessmen are ignoring these traditional bugaboos.

"If Christianity is good for people on Sunday," they are saying in effect, "why shouldn't it be good for them on the other six days of the week? Let's see if we can't use this faith for everybody's benefit."

These efforts to put religion to

Above: Workers at a New Jersey plant attend a nondenominational, noon-hour religious service. Clergymen of the Presbyterian Synod of New Jersey conduct such services in ten plants



ROBERT PHILLIPS—BLACK STAR

At the Reynolds Tobacco Company plant in Winston-Salem, N. C., an employee stops firm's pastor-counselor, Clifford H. Peace, to chat

practical use on the job are usually attributed to the general rise of public interest in spiritual matters. During the prosperous postwar years we have become, curiously enough, more and more preoccupied with nonsecular things. Church membership is at an all-time high and growing at a faster rate than the population. Mass evangelism has made its greatest strides since the early years of the century. Books on religion or books with religious themes lead the best-seller lists month after month. Religious programs on radio and television bring a bigger audience response than those of many headliners in the entertainment field.

Swept along by this rising tide of spiritual interest, businessmen are using different procedures in their attempts to inject religious faith into industry. It is not possible to appraise, statistically, how much they have accomplished, but the magnitude of their efforts is indicated by four developments:

1. In the past five years, about 40 commercial enterprises have hired chaplains to minister to the spiritual needs of their personnel.

2. Prayer meetings or other devotional services of an inter-faith character are held regularly in at least 1,000 companies throughout the country.

3. Laymen's groups, formed by businessmen for the purpose of applying spiritual values to industrial and community problems, have

sprung up in more than a score of cities.

4. About 800 companies are distributing religious literature to employees.

The first of these phenomena—the appearance of industrial chaplains—is very new. It is based on the belief that a direct application of spiritual therapy can clear up many difficulties for troubled workers and thus augment their happiness on the job and off. The R. J. Reynolds Tobacco Company of Winston-Salem, N. C., was one of the first to put this idea into effect and the Reynolds program is still considered the major pilot operation of this kind.

In 1949 John C. Whitaker, then company president, became concerned about certain intangible needs of his more than 12,000 employees. In spite of shorter hours, higher wages, and other material benefits, he felt that a considerable number of workers were confused or disturbed most of the time. What they needed, Mr. Whitaker was convinced, was a basic spiritual faith to give meaning and direction to their lives. A devout Episcopalian, he talked over this belief with the chairman of his board of directors, the late James A. Gray, an equally devout Methodist. Together they evolved the idea of hiring a clergyman, the Rev. Clifford H. Peace, and giving him the title of company pastor-counselor.

A former Air Force chaplain, Mr.

Peace spent his first few weeks on the job getting acquainted with employees and letting them know he was at their service. He assured them that, if they wished to consult him, they could do so without fear of having their confidences betrayed to their supervisors or others. The employees liked him, dubbed him "the preacher," and soon several came to his office to pour out their troubles.

One of the first was a girl who had become antisocial and a trouble maker after her husband ran away with another woman. Another was a machine operator who couldn't do his work properly because of gnawing worry over an in-law problem at home. A third was a young man with bloodshot eyes.

"I'm whipped, Preacher," he said. "I've been drinking my head off ever since my little boy died and I can't stop. Do you reckon God could help me?"

In each case, Mr. Peace listened to the story and brought religion to bear on the problem involved. Most of his callers had had some kind of faith at one time, he says, or they would not have come to him. Thus he usually concentrated on showing them how they might regain or renew their faith. Often he prayed with them or taught them to pray by having them repeat words after him. At the same time, he frequently suggested practical steps which would help them to solve their difficulties.

From the start, Mr. Peace says,



Those who visit Mr. Peace's office are assured that problems will be discussed in confidence

Workers often seek advice on personal worries and family crises. Program was begun in 1949

this simple procedure brought results. After a few counseling sessions the girl overcame the heartache which had made her antagonistic, the machine operator conquered his anxiety, and the bereaved father achieved an inner serenity which made it possible for him to stop drinking. Other employees left their problems in the pastor-counselor's office and soon a steady stream of men and women were consulting him.

Between Oct. 1, 1949, and the present, 1,170 employees have called on Mr. Peace for a total of 2,559 counseling sessions. Many others regularly visit a small chapel which the company has provided next to his office for meditation and prayer. When the pastor-counselor walks through the plant, it is not unusual for a foreman to call him aside and say, "Thanks to you, Preacher, Bill Jones is like a new person," or, "Mary Smith is an entirely different employee since she started going to see you."

Top officials of Reynolds, including several who originally opposed the religious program, also are enthusiastic about the pastor-counselor's work. One veteran executive told me recently that, thanks to on-the-job religion, worker morale is higher now than at any time in his memory. Another said he can feel improvement in the emotional atmosphere in some departments.

Mr. Whitaker, now chairman of

the company's board of directors, says: "The worst thing you can do to an employee suffering from worry or heartsickness is to leave him alone. There are times when people need to be guided into right relations not only with themselves and other people but with God. We believe that through our pastor-counselor program we are helping many of our men and women not only to make a living but to make a life."

Most other company chaplains use procedures similar to those Mr. Peace employs. Spiritual counseling is their main activity in all cases, but they use different techniques in going about this work.

At Fieldcrest Mills, Inc., Spray, N. C., the Rev. J. K. McConnell, who was appointed company chaplain in 1950, makes regular visits to all departments and the employees are permitted to stop work if they wish to confer with him briefly during duty hours. Hundreds consult him every year in his office and he sometimes does religious work in their homes.

A few months ago a young man approached Mr. McConnell in one of the mills and started cussing his foreman.

The foreman was treating him unfairly, he maintained, but Mr. McConnell found the youth's trouble was rooted in anger and worry over the behavior of his teen-age sister. The girl had fallen in love with a married man and the employee, hurt

and angry, was venting his feelings unconsciously on the foreman.

The chaplain solved the problem by visiting the youth's home, enlisting the aid of a devout older sister, and eventually getting the wayward girl to break off her romance and join a church. Her brother now gets along fine with his foreman.

Mr. McConnell also visits sick employees, calls at homes where death has occurred, and occasionally gives religious talks in the mills and at community gatherings.

Executives of Fieldcrest Mills feel that his efforts have been decidedly successful.

At the Goodwill Industries of Dayton, Inc., where jobs and training are provided for handicapped persons, the Rev. Luther Ballou pursues still another course in applying religion to industrial relations. Instead of making his services available only to those who seek them, he visits every one of the corporation's more than 200 employees twice a week and spends a few minutes with each. He does more listening than talking and has found that most workers benefit spiritually by having somebody to confide in.

During the four years that Mr. Ballou has been full-time chaplain of the corporation, tensions between employees have diminished and the general attitude has improved.

Similar reports come from some 30 other companies which have engaged

(Continued on page 74)

HOTELS
JOIN
HANDS

\$2,000,000,000

HOTEL MEN—proprietors of the nation's seventh largest industry in sales volume—are facing up to a blunt fact:

Hotels have been losing ground in competition for the traveling public's dollar. The decline has been slow but, what makes it even more unpalatable to industry executives, it persists despite a continuing climb in travel figures throughout America.

The stakes are huge. About 30,000 hotels, ranging from the palatial resort to the modest rural inn, are grossing annually in excess of \$2,000,000,000. Their physical plant, including upward of 1,500,000 rooms, land, buildings, furniture and fixtures, is valued at almost \$7,000,000,000. More than 260,000,000 guests—100,000,000 more than the country's total population—are accommodated in the course of a single year. Five millions meals are served to more than 2,000,000 persons each day. That's 1,800,000,000 meals each year.

Hotels contribute significantly to the general economy as well, distributing nearly \$1,000,000,000 in wages and salaries, \$375,000,000 for food and beverages; \$200,000,000 in local taxes, not counting federal income taxes, and \$35,000,000 for music and entertainment.

Since the end of World War II, when the industry planned a \$1,600,000,000 modernization and rehabilitation program, more than \$3,000,000,000 actually has been spent. Improvements include air conditioning, redecorating, mechanical kitchen equipment, new elevators, heating equipment, lighting, modern safety and sanitation devices, television, reconversion of waste space into modern shops, laundry services, separate motor entrances, attached garages and parking areas, nursery facilities and baby sitter services, travel information desks and others.

Despite these extensive efforts of the past few years, problems still pile up on the hotel men.

Most of the industry's income is derived from room sales, which accounted for \$1,028,000,000 in a recent compilation. Food sales bring in about \$735,000,000 and beverage sales, \$265,000,000 a year. Conventions, known in the trade as "group business," are also a major source of hotel income. Ten million convention guests visit hotels every year, attending an estimated 18,000 meetings.

The visitor to a national or international convention spends about \$25 a day and stays an average of 4.41 days—which means a total of \$107.53 in "new money" coming into the convention city from each visitor. Guests at state and regional conventions spend almost the same amount, but remain only 3.9 days on the average, spending about \$95.

What extra visitor dollars can mean to a city is pointed up graphically in these figures:

Out of each dollar, 39 cents are spent at hotels; 20 cents at retail stores; 20 cents for sightseeing; 13 cents for non-hotel restaurants, and eight cents for theaters and night clubs.

Hotels have one of the biggest housekeeping jobs in the world, the American Hotel Association figures. Each day, the industry cleans a floor space estimated at 655,000,000 square feet, or about 25 square miles.

Hotels range in size from ten to 3,000 rooms. Average is 96 rooms. Evidence that hotels are small—as well as big—business can be established by this breakdown:

Seventy per cent have 100 rooms or fewer; 24 per cent have from 100 to 299; four per cent, 300 to 499, while two per cent have more than 500.

How do the annual housekeeping bills add up? Hotels spend about \$130,000,000 for repairs and replacements; \$100,000,000 for light, heat and power; \$45,000,000 for laundry; \$24,000,000 for linens.

During the depression years, hotel occupancy plunged down to 51 per cent of total available room space. Recovery was slow. Hotels had been overbuilt during the boom of the '20's; most were overcapitalized; many were not staffed by professional hotel men. The war years brought a sharp upturn in occupancy, which reached a peak of 93 per cent in 1946. For the past eight years the percentage has been declining, slowly to be sure, but nonetheless with an almost hypnotic steadiness.

In 1947, occupancy was rated at 90 per cent; it slipped to 86 per cent in '48; 82 per cent in '49; 81 per cent in '50; 77 per cent in '51; 76 per cent in '52, and 74 per cent in '53. In January, 1954, occupancy dipped to 72 per cent, compared with 76 per cent in January, 1953. Hotel men, therefore, are justifiably concerned with this 19 per cent drop in their major income source during an eight year period.

What are they doing about it? More important still, what are they doing about other aspects of the recovery job confronting their business?

Many larger hotels, particularly at swank resorts, are engaged in individual promotion and sales programs. Most have drastically increased their off-season sales staffs, sending them over the country to entertain prospective guests for the summer and/or winter seasons. Others have instituted various rate plans, or have stepped up the quality and variety of "extra" services. The basic hotel situation, however, as it applies to the vast bulk of the industry, remains the concern of the hotel association itself—approximately 70 per cent of all hotel rooms in the country.

In recent months, executives have looked long and carefully at their industry, probing its weak spots with clinical objectivity, and at the same time analyzing its potentialities for a thorough-going bootstrap rehabilitation campaign.

On the debit side, they summarize their findings:

1. A 40 to 50 year depreciation schedule, common in the industry, tends to strangle investment, dry up capital outlay and thereby curtail either new construction or modernization.

2. Hotels, with 12 to 15 excise taxes imposed upon them, depending upon certain activities and location, are affected by more excises than any single service industry.

3. The prospective investor faces the second lowest rate of return (8.2 per cent over base period) of any service industry. Only eating and drinking establish-

business gets a boost

ments, at 7.2 per cent, are lower. By way of contrast, in Department of Commerce figures, motion pictures earn 12.9 per cent; radio and TV broadcasting, 15.4; auto repair service, 12.2; amusement and recreation services (other than motion pictures), 13.4 per cent.

4. Motels have sprouted along the nation's highways to an amazing degree. More than 50,000 now compete directly with the centrally located urban hotel.

5. Apartment houses—many financed wholly or in part by the federal government—are renting to transient guests, in some cases maintaining public dining rooms. The House has declared this practice improper and Congress is studying ways to halt it.

6. Private clubs cater to an ever growing public, admitting them as guests of members.

The Department of Commerce estimates that 5.5 per cent of all retail business in the country is done by establishments exempt from federal taxation because of their nonprofit nature. The American Hotel Association, in recent testimony before several congressional committees, said that, based on this figure, at least \$550,000,000 in food and beverage business goes annually to tax exempt private clubs and organizations.

7. Most of the nation's largest and oldest hotels are situated in downtown areas, where parking has been an increasing problem over the years. The traveler, rather than face traffic congestion, has pulled in at the roadside motel, out of town, even though it is not as convenient to city attractions.

8. The rapid strides of air travel are considered a blessing to some hotels, a bane to others. Large city hotels near major airline terminals in New York, Chicago, Philadelphia, Los Angeles, for example, have benefited from increased air traffic. But the AHA points out that a traveler who can get from New York to Los Angeles in less than a day also misses hotels in between.

Having thus put the problems squarely up to themselves, the hotel men began looking for some answers.

What they came up with is a notable illustration of "operation bootstrap," relying—as it does so heavily—on the industry itself, working through the association.

Industry leaders formulated a five-point program, now in various stages of development in this country and abroad. Besides putting their own muscle and know-how into the program, hotel men hope that Congress will bring into being a tax revision bill that will attract new capital through revised depreciation schedules.

They likewise hope recent excise tax cuts may help, even though Congress left untouched the excises which hit them hardest—cabaret, liquor and some others.

Their greatest efforts are principally directed toward helping themselves. As M. O. Ryan, Washington representative of AHA, puts it: "We're out to do the job ourselves. We're not looking for handouts or subsidies."

This, then, is their program:

1. The association's first important step is underwriting, to the extent of \$200,000, a Travelcard and

Chekard credit system, which permits a hotel guest to charge his room, meals, telephone and other services, and even to cash business or personal checks.

This credit system, inaugurated late last year, already has been adopted by all AHA members in Alabama and is spreading rapidly throughout the industry in other parts of the country. It's also good in Bermuda, Canada, Cuba, Mexico, and Hawaii.

2. A new referral program also has been mapped out and is currently under way in many sections of the country. The program serves a dual purpose:

a. If you wire ahead to a hotel for accommodations and the hotel has no room, its referral service will find you a room of comparable price and location, if possible, elsewhere in the city.

b. If you are staying at a hotel in the course of a trip, the referral service will wire ahead for you at no extra cost to secure your next night's lodging. This program, too, is aimed at the motels. Hotel men believe the service will keep travelers at hotels instead of turning off the highway into a motel before they reach their next stopping point.

3. Airlines and railroads are cooperating with the association in placing the Hotel Red Book, directory of the industry, in prominent positions in terminals. The book is attached to a stand where a supply of cards is available for the traveler to make out his own room reservation requirements and send it ahead to the next hotel.

4. Latest development designed to draw new business—closed-circuit television for sales meetings and other business conventions—is still being explored, with results proving satisfactory to date.

5. Besides these features of the campaign, hotels are seeking to improve other services and their own personnel. For this purpose, AHA members have established the American Hotel Institute, a correspondence course affiliated with the University of Mississippi. The courses, many running for several months, are equipped to train hotel employees in customer relations, new methods and products, accounting and finance, human relations, communication, management controls, operation and skills.

Many hotels, particularly in the West and Midwest, are adopting a new Family Rate Plan, which allows children under 14, accompanied by their parents, to stay at the hotel free of charge. This plan, hotel spokesmen frankly assert, is aimed directly at the motel and its similar family plan.

The man chiefly responsible for the establishment of the Institute, as well as for the new credit arrangement, is Arthur J. Packard, chairman of the AHA board and 1953's "Hotel Man of the Year," a distinction he was accorded in March, 1954, by a heavy majority of industry members, although he is a small hotel operator in Ohio where he owns seven properties.

Hotel men generally regard the future with confidence. Their problems have been many and the solutions not easy to come by. But they believe in their business—and in their bootstraps.

END

—DONALD C. SPAULDING

INDOCHINA

EIGHT YEARS OF WAR

What little known people do in obscure places half way round the world affects America's policies, taxes, future. Who are these people? Why are these places important? Here are answers to ten basic questions.

By **SAM STAVISKY**

1. What is Indochina?

Indochina is a tropical, mountainous land, about one third larger than France which—shaped like a ham bone—swings out from China down into the South China Sea. French colonists followed the missionaries and traders into Indochina during the seventeenth century when the nations of Europe were scrambling over the Asian continent in a race to build their empires. Eventually the land was organized as five French colonies—Tonkin, Annam, Cochinchina, Laos and Cambodia.

In the course of World War II, the Japanese seized Indochina. After they were defeated, Nationalist Chinese and British troops occupied the area until France was in a position to reclaim control in 1946. The French reorganized the country into three Associated States—Laos, Cambodia, and Vietnam—and established them as part of the French Union, which includes the French Republic, French Morocco, Algeria, Madagascar and other former French possessions. Under this arrangement the three states were technically independent but, as are the other members of the French Union, they were in fact controlled by the government in Paris.

The majority of Indochina's 28,000,000 people—including 50,000

Frenchmen—are concentrated in Vietnam, as are the rich rice lands and mineral resources, the major ports and cities. Most of the fighting has taken place in Vietnam.

2. Who is fighting in Indochina?

Technically, the eight-year war in Indochina is being fought by the Associated States of Laos, Cambodia, and Vietnam, supported by troops of the French Union, against a rebel nationalistic movement known as Vietminh. Actually, the war began when the communist-dominated Vietminh attacked French Union troops in the winter of 1946 in a move to "liberate" Vietnam.

For the next four years, the revolt was little more than a guerrilla affair.

In 1950, however, when the Chinese Nationalists were driven off the mainland, Red China began to lend active assistance to the Vietminh forces. At the same time, Moscow, Peiping, and the communist satellites formally recognized the Vietminh as the government of Vietnam. The free world, led by the United States and Great Britain, promptly countered this diplomatic coup by recognizing the independence of Laos, Cambodia, and Vietnam and their anticommunist governments.

These maneuvers, which took

place before the Korean war broke out, changed the status of the fighting in Indochina. Originally a civil war, it became another of the post-World War II skirmishes—as in Greece—between the communists and the free world.

Invasion of the Republic of (South) Korea by North Korean Red troops in the summer of 1950 pushed the Indochinese fighting to the sidelines during the next four years. With the end of Korean hostilities, Red China stepped up its aid to the Vietminh in an effort to drive the French out of Indochina.

3. Is Indochina another Korea?

Yes—and no. Both the Truman and Eisenhower Administrations have publicly stated that Korea and Indochina are manifestations of the same communist drive for world conquest, in particular for control of Asia. Like Korea, Indochina has become a test of the anticommunist nations' will and strength to halt further communist expansion.

In Korea, there was a clear cut case of invasion by a foreign power—communist dominated North Korea—into the Republic of (South) Korea, whose independence the United Nations had guaranteed. President Truman sent ships, planes, and troops into Korea in response to a call for aid to the invaded country by the UN Security Council.

In Indochina, the UN has no such relationship, nor is there a clear-cut case of invasion involved. Half or more of the people of Indochina, and many of the people of "neutral" nations of Asia—such as India and Indonesia—look upon the Vietminh as "nationalist patriots" seeking to drive the "foreigners"—that is the French—out of their native land.

In Korea, the anticommunists had a popular and strong native leader



GEOGRAPHICAL PROJECTS, INC.

Indochina, small on the map, is large in geopolitics. It provides an easy route into Thailand, Burma and even to Pakistan and India. The nation which controls Indochina controls the Orient's chief rice bowl and commands raw materials needed by the free world. Japan depends on markets in this area and, if Indochina fell to the Reds, probably would be forced to deal with, if not yield to, them.

in Syngman Rhee. In Indochina, there is no popular or strong anti-communist leader. The French regime never permitted one to develop. Of late, the French command has tried to build up Bao Dai, chief of state of Vietnam, as a popular figure.

The people of the Republic of Korea had a deep hatred for the North Korean communists, and the will to fight. Many of the Indochinese hate the French more than they fear communist control.

In remote Laos, the people, traditionally unwarlike, showed little interest in the war until invaded by the Vietminh last year. It is estimated there are less than 1,000 active Reds in this area of Indochina. Cambodia, ruled by "independent" King Norodom, has its own army engaged in chasing down some 5,000 to 8,000 communists who, as in Laos, are connected with the Vietminh. In Vietnam, 54 per cent of the people and half of the territory are under communist domination, according to a recent survey by a Congressional committee. The anticommunists are split up, chiefly on religious lines, into factions which have lacked a resolute will to fight the Vietminh in

complete independence—among the other Associated States and Territories of the French Union, especially in Africa, and further weaken the already shaky French prestige as a major world power.

There is also the factor of French pride. Some 16,000 Frenchmen and 40,000 French Union Troops have given their lives in Indochina. Since the war began in 1946—and until recently when the United States took over the greater part of the financial burden—France had been spending \$1,000,000,000 a year to keep the Indochina campaign alive.

French losses in officers and non-commissioned officers have been so serious in Indochina that some French leaders feel France is being bled dry in Asia to the detriment of its own European defense.

5. Why doesn't France grant Indochina independence?

Unlike the British, the French have been reluctant to grant outright independence to former colonies. Unlike the British, too, they have failed to develop native leadership in their Asian sphere of control. As a result, even had the French been pre-

pendence to the three Indochinese states.

Since September, 1953, also under American pressure, the French military command in Indochina has undertaken to train native troops for the creation of independent armies in the three states, as part of the overall Navarre Plan. Under this plan, the French were to make an all-out effort, with American aid (but no direct intervention) to smash the Vietminh forces, and meanwhile build up the nationalist native forces so that by 1956, the independent governments of Laos, Cambodia, and Vietnam would be able to deal with the remaining Red guerrillas.

The plan was devised by Gen. Henri Eugene Navarre, World War II resistance leader, who assumed command of French Union forces in Indochina in May, 1953. As part of the offensive he established Dien Bien Phu as a strong point in North Tonkin from which his troops could harass the Red guerrillas. The Vietminh, however, abruptly changed hit-run tactics and, supported by new artillery units, assaulted and overran the strong but isolated outpost.

True independence cannot be given the three Indochinese states for several years until—as in the case of the United States with the Philippines—government, military, and administrative leaders are developed.

6. Are the Indochina Reds directed by the Kremlin?

Ho Chi Minh, native leader of the communist controlled Vietminh, is a Moscow-trained professional revolutionary and passionate Marxist. Between World War I and World War II he organized communist "nationalist" groups in Indochina, Malaya, Burma, and Thailand, as an agent of the Comintern. When the Japanese surrendered at the end of World War II, Ho Chi Minh marched into Hanoi and proclaimed the "Democratic Republic of Vietnam."

The Vietminh forces are utilizing modern Chinese artillery and anti-aircraft guns, Russian trucks, Czech automatic weapons—and American arms captured by the Red Chinese from the Nationalists. Some 6,000 Chinese technicians have been training the Vietminh troops in the effective operation of modern weapons. A Red China military mission has been serving with the Vietminh since 1951.

7. How strong are the Reds in Indochina?

For more than seven years high-ranking French and American political and military figures have been



With an American-made rifle (and little else) peasants protect a northern Indochina village against Vietminh raiders

the face of French insistence that "free" Indochina must remain in the French Union.

4. Why is Indochina important to France?

Over the generations, the French have invested billions in developing Indochina's rice production and mineral resources as a link in France's foreign trade. Loss of Indochina to the Reds would entail an enormous loss of money and resources. But, more important, the loss of Indochina would ignite the flames of revolt—and demands for

pared to move out of Indochina after World War II, as the British moved out of India, there would have been no native leadership to take over, except the well-organized, communist-disciplined Vietminh. That situation still exists.

Despite recognition by the free world as independent states in 1950—and the establishment of an American envoy at Saigon—Vietnam, and to a lesser degree, Laos and Cambodia, have never been happy with their status. France, under pressure from the United States, has been slowly moving to give true inde-

"UNDER THE conditions of today, the imposition on Southeast Asia of the political system of Communist Russia and its Chinese Communist ally, by whatever means, would be a grave threat to the whole free community. The United States feels that possibility should not be passively accepted, but should be met by united action. This might involve serious risks. But these risks are far less than those that will face us a few years from now, if we dare not be resolute today."

Secretary Dulles speaking to the Overseas Press Club of America, in New York, March 29.

assuring the American public that the situation was looking up, that the Reds would be defeated within a matter of months, or next year, or at most, in two years. A few weeks ago, when the serious plight of the French Union defenders at Dien Bien Phu was suddenly made known, a wave of defeatism ran over France.

Militarily, Dien Bien Phu was merely an isolated battle for an outpost. The French Union troops still held Indochina's chief cities and ports. The French Union troops were still as well or better off than the Vietminh because of increased American aid. Militarily, then, the situation, while not good for the French Union troops, was not wholly bad. The French Union troubles were chiefly political.

The French had about 200,000 French Union and 200,000 native troops in the field, as against an estimated 320,000 Vietminh troops. But the native forces had neither the desire nor stomach to fight; and although the French held the major cities, the Vietminh ruled the countryside with an ironhanded terror and discipline. Even in the cities held by the French, the Vietminh operated undercover.

In January, 1954, a study mission of the House Committee on Foreign Affairs, after a visit to Indochina, reported: "The apathy of the local population to the menace of Vietminh communism disguised as nationalism is the most difficult aspect of the situation." The natives of Indochina will be inspired to fight against the communists only when assured of their freedom, the committee unit concluded.

8. When did the United States become involved in Indochina?

The United States first became involved in Indochina, indirectly, in

the course of the second World War, when fighting to overcome the Jap conquest of Southeast Asia. The Allies, among other undercover operations, freed Ho Chi Minh from a Chinese Nationalist prison in 1943 and sent him into Indochina to harass the Japanese. Ho Chi Minh, now the Red leader in Indochina, re-



Although pilots are French the planes and bombs they carry against the Vietminh are provided by the United States

ceived aid from the secret British and American forces operating in that area.

Directly, the United States got into the Indochina situation in February, 1950, four years after the war broke out there, when the French government set up Bao Dai as chief of state of the Vietnam, within the French Union. Moscow and its satellites officially recognized the Vietminh as the Vietnam government; the United States and the other western nations countered by recognizing Bao Dai.

In May, 1950, the French asked

the United States for aid over and above Marshall Plan funds to help their war effort in Indochina. The Truman Administration agreed to give economic aid and military equipment to help meet "the threat to the security" of Indochina by "Soviet imperialism" and at the same time help the "development of genuine nationalism" in Indochina.

On June 27, 1950, two days after the communists invaded South Korea, President Truman announced that he had ordered American forces into that country. At the same time, he ordered "acceleration in providing of military assistance to the forces of France and the associated states of Indochina. . . ."

9. Why is the United States interested in Indochina?

The United States wants Indochina to be a part of the free world in the interests of its own security. A glance at the map will show that Indochina, in the hands of the Reds, could become a springboard for assault on the Philippines, only 700 miles away across the South China Sea. Japan to the north would also be menaced—and is the primary goal

of the communists, in the opinion of Vice President Nixon, who is a member and de facto head of the National Security Council. Japan's industrial power would assure the communist world of industrial supremacy, in the opinion of some experts. Japan needs Southeast Asia as a market in order to survive economically.

Indochina is regarded by our leaders—and President Eisenhower has so stated—as the military key to Southeast Asia with its vast resources of rubber, tin, and rice, and important sources of oil and tung-

(Continued on page 95)

MAN WITH A MISSION

By STANLEY FRANK

"Piling up dollars is not nearly as much fun as helping people," says Clement D. Johnston, new president of the Chamber of Commerce of the United States

IN THE welter of words inspired by Clement D. Johnston, one phrase is as predictable as a political candidate's fearless attacks on sin. Everyone who knows Mr. Johnston invariably remarks on his "devotion to public service."

And small wonder.

It is unlikely that any private citizen in America obliged to earn a living has contributed more liberally of his talent and energy to the general welfare than the newly elected president of the Chamber of Commerce of the United States.

During the past decade, Mr. Johnston has given a good deal more time to his duties on local and global committees than to his warehouse and wholesale grocery business in Roanoke, Va. In addition to the financial sacrifice this volunteer work entails, it throws a monkey wrench into the pleasures he could enjoy with his family at Blue Hills, his fine 450-acre farm near Roanoke with its 100 head of beef cattle. But Mr. Johnston insists his is the most gratifying of all possible lives.

"I think most men get more satisfaction from a sense of achievement than they do from the pride of possessing material things," he says. "Piling up dollars is not nearly as much fun as helping people. It makes you feel good to know that you do not live completely in vain. It's like renewing your membership card in humanity every time you perform a good deed."

A once-over-lightly of the Johnston activities in the past year demonstrates that he does not issue such pronouncements merely to hear his own voice. He was one of the ten civilians on the investigative staff of the House Appropriations Committee who saved you, me and the cop on the corner \$5,000,000,000 by trimming that amount from the military budget for 1954—without impairing the effectiveness of the armed forces. He was one of two white members on the board of trustees of the Burrell Memorial Hospital for Negroes in Roanoke. Under Mr. Johnston's leadership, a campaign to raise \$1,500,000 for a new hospital brought responses totaling \$2,400,000. The colored people, 18 per cent of Roanoke's population, contributed 70 times



more than they ever had given to any city-wide enterprise.

Pausing only long enough to change brief cases, he tackled the problem of planning adequate roads and parking facilities throughout the nation as chairman of the highways task force of the Federal Commission on Intergovernmental Relations. And for the third successive year he was chairman of the Chamber of Commerce's Policy Committee. As vice president of the Chamber for the Southeastern Division, he delivered an average of a speech a week.

Clem Johnston is an unusual fellow on several counts. He needs a lot of room to give full expression to his energy and wide range of interests, and he frequently wanders far afield to find it. In 1927 Mr. Johnston and his first wife, who died nine years ago, impulsively picked up and went on a round-the-world cruise to satisfy their curiosity about people and places. Two years later the Johnstons traveled the length of Africa from Cairo to Capetown by car and river boat. In 1937 Mr. Johnston made another wide detour off well beaten tourist paths and spent a month exploring the Balkans. A decade later, after an extended trip to China under the aegis of the world's largest travel agency, the U. S. Army, Mr. Johnston went to the Pacific to set up a supply system for the Navy on 300 inhabited islands formerly administered by the Japanese. His idea of a splendid honeymoon with his second wife in 1950 was a 11,000 mile motor trip to Alaska.

This globe-trotting has given an added dimension to Mr. Johnston's opinions and attitudes. "I've learned that mental processes are pretty much the same everywhere, regardless of color, culture or religion," he declares. "You can sit with a naked tribal chief in Africa and feel that you and he basically want the same things from life even though you're unable to exchange a single word."

"One of the great tragedies of our time is that the Chinese, a wonderful people, have been the captives of exploiters so long. A ragged coolie who doesn't know

where his next meal is coming from will laugh at an amusing pun as long as he has his freedom. Take it away from him, as the communists have, and all the rice in the world will not compensate for his loss of independence."

Another by-product of Mr. Johnston's extensive traveling is his conviction that a nation's economy is strongest when it is permitted to operate with a minimum of interference from the government.

"Full and free competition, with individual acceptance of risks, made America what it is, industrially and socially," he argues. "There's a tendency to forget that and substitute protection for private enterprise. Right now there is an unusual accumulation of business failures and terminations due to the artificial supports the government has been lavishing on incompetent firms for 15 years. Efficiency and low-cost production of competitors, not lack of business, is forcing the lame ducks to the wall.

"The government is under no obligation to bail out a weak business or guarantee a man a living just because he says he's a farmer. If we are to progress, the principle of the survival of the fittest must be maintained. Otherwise, we'll be in serious danger of seeing our vigorous system of free enterprise become a poor carbon copy of what Europe calls capitalism. The

cartel system of Europe sets prices high enough to keep inefficient operations going. In America, competition forces prices down and incompetents out of business.

"Sure, I know there are some who claim that the small businessman needs protection from the great octopuses waiting to eat him alive. Hokum. I'm a small businessman myself and the only protection I need is from monopolies, and I have it in antitrust laws. If the competitive system was detrimental to the little guy, as champions of a planned economy claim it is, there wouldn't be 4,000,000 small businesses in America today—and the number is increasing steadily.

"Politicians have created a straw man in weeping for the small businessman. Maybe he needs help in emergency situations, but when normal conditions prevail he can take care of himself. It requires nothing more than hard work and a willingness to give the best service at the lowest price. Price-cutting is a healthy form of competition. Years ago the usual markup in the wholesale grocery business was 14 per cent. Today it's eight per cent. Over a 60 year period the net profits of our operation have averaged less than one per cent of gross volume, yet we've prospered and the public has benefited too. That's how free enterprise works."

Mr. Johnston, a tall, wasp-waisted man who is 58

PHOTOS BY EDWARD BURKE





With Administrator James H. Lewis, Mr. Johnston visits site of a new hospital for Negroes in Roanoke. He took part in the building drive

and doesn't look it, has a courtly, almost philosophical, air except when he is discussing his two pet peeves—governmental inefficiency and competition with private industry. It is a great tribute to his self-restraint, therefore, that he doesn't blow his top when he recalls his service last year as an unpaid member of the House Appropriations Committee headed by Congressman John Taber of New York. Twenty prominent businessmen were chosen to advise Congress on the 1954 budget and Mr. Johnston was appointed to check on military expenditures and depot operations by reason of his Army background and professional warehousing experience. He uncovered enough extravagances and business abuses in four months to turn a taxpayer's blood cold in the dead of summer.

Every Army ordnance depot, for example, has a box factory on the premises for making containers for supplies. Mr. Johnston found that private companies could deliver the boxes 25 per cent cheaper, at an annual saving of \$25,000,000. Without half trying he turned up another dandy little piece of prodigality in the Navy. Each branch of the armed forces stores an officer's furniture when he is assigned to overseas duty. The Navy has only two such storage depots, at Mechanicsburg, Pa., and Ogden, Utah. This means that costly freight charges must be paid for shipping household effects by railroad or truck from all over the country to one of those points. Mr. Johnston studied 100 typical cases and figured that the Navy could store the furniture in the best commercial warehouses near naval bases for one fifth the cost. That

was \$25,000,000 more poured down the drain every year. As a result of those and other findings, \$5,000,000,000 was cut from the \$41,000,000,000 earmarked for the Defense Department.

"If I were backed into a corner and forced to make an off-the-cuff estimate," Mr. Johnston says laconically, "I'd guess the federal budget is at least \$10,000,000,000 more than it need be to obtain the same end product of goods and services."

Perhaps the most insidious abuse Mr. Johnston found was the active competition of the federal government against private business in some 300 fields. The military alone operates such extraneous enterprises as ice-cream factories and coffee-roasting plants. Worse yet, it runs the plants at heavy losses which accounting methods disguise. For instance, the military ignores elements of cost such as rent, light, power, labor and freight charges, normally used under standard accounting practices. Had such charges been included, seven commissaries in the Washington area would have lost \$2,200,000 last year on gross sales of \$10,000,000.

A specific example of unfair—and unnecessary—government competition cited by Mr. Johnston was the strange case of the bread baked in Miami and sold for five cents a loaf in the Navy commissary at Key West, Fla. A comparable loaf cost 14 cents at retail grocers, making them look like cutthroat profiteers. Mr. Johnston wondered how the Navy could undersell commercial bakers by such a staggering margin. He discovered it couldn't. Such trivial details as cost of equipment and the salaries of enlisted personnel assigned to the bakery were not included in the price of

the bread. Neither was the expense of the Navy truck which made a 350 mile round trip daily between Miami and Key West.

"I have yet to see any component of government that couldn't be reduced 25 per cent with no loss of efficiency," Mr. Johnston says. "The whole thing is the fault of the system, not the personnel. Government executives are paid according to the number of people they supervise, so there is a tendency all along the line to build little empires. We need officials with iron in their souls to face unpleasant facts and discharge superfluous employees. It's not pleasant to fire people, but it's got to be done before the enormous cost of supporting the government undermines initiative in America."

As part of his contribution to a lower tax bill, Mr. Johnston accepts only railroad fare when he travels on government business.

Mr. Johnston was born on Nov. 27, 1895, at Crestwood, Ky., a little town 20 miles from Louisville. His family, which operated a wholesale grocery business founded in 1843, was in comfortable circumstances and in due time he matriculated at Centre College, where he was captain of the football and track teams. This was the same Centre College that threw the football experts for a frightful loss by licking Harvard and all other opponents on the 1921 schedule, although not the same team on which Mr. Johnston played.

During his tenure, from 1913 to 1916, Centre was doing the best it could with a student body of 83 local youths, whose prowess caused no commotion among national football powerhouses. Mr. Johnston remembers that in his first varsity game, against Vanderbilt, he looked up and had an ardent desire to get away when he saw his opponent on the scrimmage line was Josh Cody, a celebrated behemoth who weighed 255 pounds. Mr. Johnston had entered the stadium at 145 pounds. By his last year, then captain and center of the team, he had built himself up to 155 pounds.

"Maybe I wasn't an All-American, but I was durable," he says. "I had to be. I was the only center on the squad."

After breezing through Centre in three years, Mr. Johnston entered Harvard Medical School in 1916. Among the examinations he took was one for a provisional Army commission in the event America was drawn into World War I, as he suspected it would be. He ranked sixth among 300 successful applicants and was in uniform a few days after President Woodrow Wilson asked a declaration of war against Germany. Captain Johnston eventually wound up in the Panama Canal Zone in charge of 240 men guarding an area of 10,000 square miles.

"I don't know what we could have done if the Canal had been attacked," he grins, "but I suppose our presence made somebody in Washington feel secure. It was more than could be said for us."

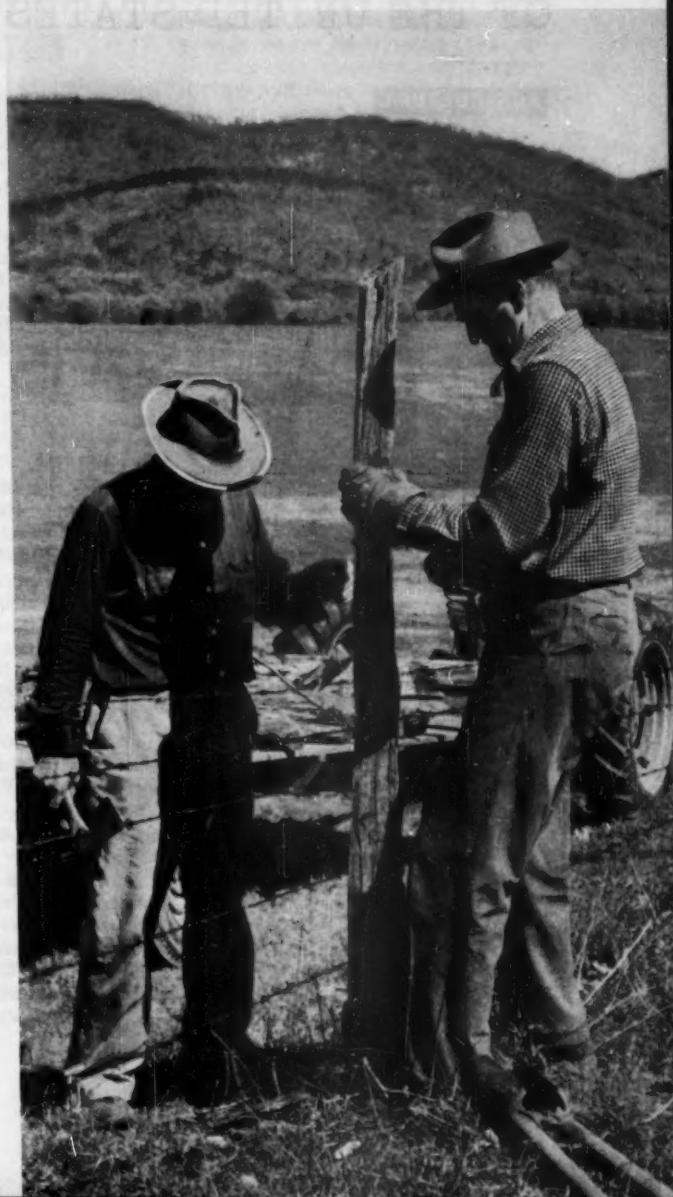
He had been considering the idea of making the Army his career, but the death of his father made it necessary for him to resign and return to the family grocery business in Louisville in 1919. Seven years later he made a quick, shrewd switch of locales. He sold his business in Louisville, where the number of wholesale grocery firms had dwindled from 24 to seven, and went to Roanoke, where his father-in-law also had been a wholesale grocer before his death. Mr. Johnston foresaw, however, that the development of motor trucking would make Roanoke an ideal distribution center for the Shenandoah Valley, so he converted his father-in-law's storage facilities into a public warehouse. The venture boomed and Mr. Johnston later returned to the wholesale grocery field as an officer in nine companies within a 150 mile radius.

It is a moot question (Continued on page 58)



China, Africa, or an odd corner of this country, the new president has been there and talked to the people. A brief case full of work goes along

His habit of joining workers on the job has kept the Johnston waistline about as it was when he was football team captain at Centre College, Kentucky





BLACK STAR

AN AUTHORITATIVE REPORT BY THE STAFF OF THE CHAMBER OF COMMERCE OF THE UNITED STATES

AGRICULTURE

Prices and incomes to farmers during the remainder of 1954 are likely to continue only slightly under 1953.

During the first four months of this year, prices farmers received averaged about 2.5 per cent less than for the same months last year. Thus it is obvious that the purchasing power—parity ratio—of farm products has been less favorable than a year ago.

If weather conditions this spring and summer are about the same as for the past two years, total farm production and marketings in 1954 may be almost as large as last year. Under these conditions, the farm income outlook for 1954 remains favorable—most likely not quite as high as last year but still around \$12,000,000,000 to \$12,500,000,000 of net farm income.

This fall, farm prices may decline under the impact of new harvests and increasing hog production. However, government price supports will continue to cushion the price effects of large supplies. More important in maintaining farm prices at a reasonable level is the continuance of a relatively strong domestic demand for agricultural products.

CONSTRUCTION

From the customers' point of view, this is a good year in which to build—in fact the best one since before World War II.

It is so long since we have had

such a group of favorable circumstances that they are worth pointing out to a clientele that for a decade has been plagued by rising costs and uncertain scheduling. This year the cost situation is firmly in hand and jobs can be scheduled to completion with normal precision. In addition, money can be borrowed on advantageous terms; and pending changes in the Internal Revenue Code offer a better deal for the investor in structures.

When prices are stabilized and the urgency to act is reduced, there may be a temptation to wait for even better conditions. Today waiting is a long-odds gamble.

The current period has important strategic advantages: stability, efficiency, eager sellers, close bidding, and willing labor are all now available, along with these the possibility of creating assets before another upturn in prices.

CREDIT & FINANCE

The administration now sees no appreciable measure of economic worsening. In February, the President said all the big guns of government stimulation would be applied to the economy if the record for March showed a continuation of the business slide. Only one antirecession measure has been initiated and that was in line with purely orthodox market forces. The price of ordinary business borrowing in the market place has been reduced gradually

HOW'S

and the Treasury has followed this trend in its recent issues by lowering the interest rate on short and intermediate term offerings. Well founded reports that the Federal Reserve is considering reduction of the reserve requirements of member banks have added strong pressures for interest rate lowering.

Government resistance to clamor for vast public spending during this period of predicted crisis will undoubtedly be interpreted in some quarters as callous disregard for the public welfare. Realistic consideration might lead to the conclusion that inaction displayed contagious confidence and contributed strongly to economic stability.

DISTRIBUTION

Retail, wholesale, and service executives continue to be highly optimistic in their long-range planning. A recent survey of the Chamber's National Distribution Panel reveals a whopping 60 per cent who are either in the midst of or just completing sizable investments in modernization or expansion.

Long-range optimism is borne out by a recently released analysis by the government's Commerce Department and Securities and Exchange Commission. Their study points out that, even though business plant and equipment outlays in general are expected to decline four per cent in 1954, a three per cent increase over last year's rate is planned by the retail, wholesale, and service industries. Expenditures now exceed a \$5,000,000,000 annual rate.

On the other hand, a majority of distributive managements have adopted more cautious policies on inventory management and credit extension.

In most cases this tightening just means more careful control of costs and efficient adaptation to the buyers' market.

Despite some difficulties by newer and smaller companies, leading distributors are having little trouble arranging all the financing they need.

FOREIGN TRADE

The Chamber of Commerce of the United States has acknowledged the need for greatly reduced U. S. economic assistance to other countries. Realizing, however, the direct rela-

BUSINESS? a look ahead

tionship of economic strength to defense, it recognizes the conceivable need for limited assistance in the maintenance of mutual defense against aggressive communism.

The Chamber has long recognized that a consistent and continuous large export surplus, financed out of the tax revenue, is neither economic nor in keeping with the position of the United States as a creditor nation. The only practical way to maintain a high level of U. S. exports—if we are indeed to eliminate foreign economic aid—is to increase imports into the United States. It is for this reason that the Chamber lays great stress on expanded trade, both export and import, for the benefit of the U. S. economy as a whole.

GOVERNMENT SPENDING

Some of the outcry you will hear from Washington next month is likely to come from the bureaucrats who did not heed the new Budget Director's instructions to hold back on year-end spending.

In the past, as the end of a fiscal year approached, agency heads with balances remaining in their appropriations spent like crazy on the theory that sizable balances would mean cuts in future appropriations.

To keep down such year-end spending, Budget Director Rowland R. Hughes has asked all government agencies to hold their May and June spending to the level of January-March, except where seasonal variations or other factors will explain a higher level.

Otherwise, the Director said, sums made available during the first quarter of the 1955 fiscal year, which starts July 1, will be reduced by the amount of any excess spending.

Last year Budget Director Dodge issued similar instructions. Later on the Bureau identified some \$1,100,000 in excess spending and cut it from July-September agency allocations.

LABOR RELATIONS

The timing of the Soviet Union's recent action in joining the International Labor Organization is not without significance since the annual international labor conference will convene in Geneva in June. As an I.L.O. member, Russia would be entitled to participate.

Of immediate interest to United States employers is the fact that for the first time they will officially face the communists in an international gathering. The Russians will doubtless bring their usual tactics to the Conference.

It will be surprising if Red demands do not include I.L.O. recognition of Red China, allotment of a sizable number of staff positions to the Russians, and assignment of Russian "experts" to I.L.O. technical assistance missions. It will also be surprising if the satellite bloc (Poland, Czechoslovakia, Albania, Hungary, and Bulgaria) does not appear with full delegations.

Whatever the result, it is certain that Russia's entry will not further the objectives of the I.L.O.

NATURAL RESOURCES

Indications are that lumbermen are becoming more conscious of the value of research as a means of developing new and improved wood products. According to Timber Engineering Company, the engineering and research affiliate of National Lumber Manufacturers Association, the number of lumber manufacturing companies sponsoring individual research projects at the TECO laboratory has increased 36 per cent in the first four months of this year compared with the same period a year ago.

Laboratory projects which show promise for future markets for wood include edge-grain laminated lumber, industrial flooring; utilization of mill and plant residues; laminated vehicle planking; composite wood beam ladders; design and production methods for wooden containers. Outstanding among the research achievements are the completion of an all-wood Army cargo truck body and improved performance of laminated members in wood minesweepers and other craft.

With construction holding steady in 1954, lumber can be assured of a reasonable share of markets if technical developments can be expanded.

TAXATION

Major changes in the Internal Revenue Code Revision Bill by the Senate Finance Committee improve the measure markedly. Minor changes by the score smooth out the

rough spots resulting from hasty drafting and eliminate possible future points of legal controversy.

Despite these changes, most of which will be acceptable to the House, a movement is already afoot for technical revision at the next session of Congress. Inadvertent loopholes and unintended hardships are inevitable in any legislation of this magnitude. And further consideration will be requested for proposals rejected this year. So the process of piece-meal amendment will begin all over again.

Appointment of Meyer Kestbaum as Chairman of the Commission on Intergovernmental Relations, to replace Clarence Manion, who resigned, has given new life to the Commission which was headless for more than two months. Staff and agency studies on allocation of functions and tax sources are progressing rapidly and there is every indication the new March 1, 1955, deadline will be met.

TRANSPORTATION

Transporting truck trailers on railroad flat cars has become a hot subject and is expected to become hotter as summer approaches. The practice is by no means new. In the '80's it was used with loaded wagons, and a few railroads have been in the business for years. But keener competition has generated mounting support for this special service.

Many railroads are now exploring its possibilities, and three major eastern roads have recently announced plans to inaugurate trailer-on-flat-car service. Transport equipment manufacturers are building special flat cars suitable for side loading and unloading of trailers.

The subject is highly controversial from the legal standpoint. In fact, the Interstate Commerce Commission is scheduled to hold hearings this month to try to resolve such points as: Does a railroad need motor carrier operating authority to haul its own trailers in this service? Can a railroad restrict the use of this service to certain customers only? Another tough one is what rate should be charged, especially when commercial truckers' equipment is used.

The outcome will largely depend on whether the trucks can save money and the railroads make money on this service.



By JOHN KORD LAGEMANN

WHEN you say, "I'm tired," you frequently mean: "I'm tired of it."

This conclusion by Dr. J. Wendell Muncie, Johns Hopkins Hospital psychiatrist, does not completely solve the riddle of fatigue but scientists have confirmed that when you say you're "sick and tired" of something or somebody you aren't merely using a figure of speech.

"Both sickness and fatigue represent an attempt to escape from a situation that has become too difficult to contend with," say Dr. Howard S. Bartley and Eloise Chute, Dartmouth Medical School authorities on fatigue and authors of "Fatigue and Impairment."

The "I'm too tired" of chronic fatigue is emotionally equivalent to the "I'm too sick" of psychogenic heart trouble, skin disease, gastric upset, or what-ails-you. "Why some people emphasize chronic fatigue, some anxiety and others so-called physical diseases is still unknown," says Dr. Bartley—and tells of a case where all three developed in succession.

This was a young man who bitterly resented his mother-in-law but felt powerless to assert himself. Soon after she moved into his home, he developed tired spells, began sleeping till noon, lost his job, took to drink, and developed tuberculosis. A couple of years later when his mother-in-law died suddenly, he immediately quit drink and recovered his health, his ambition and his job.

This kind of tiredness, usually called "chronic fatigue," is always unpleasant, doesn't come from exertion, and doesn't respond to rest. Despite its name, it isn't continuous in its milder forms but comes and goes in spells of unpredictable intensity and duration.

Despite a strong desire to lie down, you sleep badly and usually feel worse in the morning than at bed time. Besides feeling listless, with no pep or ambition, there's an uncomfortable awareness of the weight of the body, and often headache or backache. If the spell lasts a long time you procrastinate, find it hard to concentrate or remember names, take offense easily, blow up at subordinates, search restlessly for new amusements, tire of them quickly, smoke or drink excessively, and go to great lengths to avoid responsibility and making decisions.

You may never have all these symptoms at once and seldom have any of them severely enough to make you helpless. But you can't go through life without experiencing chronic fatigue in some degree and the conditions of modern life make us all increasingly susceptible.

"Machines now do most of the work that used to make our grandparents feel like going to bed early and getting a good night's sleep," Dr. Will H. Forbes, Harvard Medical School physiologist, says. "When your work uses your muscles, the im-

pulse to rest is overwhelming and you don't carry your fatigue over to the next day. But your body isn't equipped to compensate for the kind of nervous exhaustion that comes from working under pressure at a desk. Instead of making you sleepy, this kind of fatigue makes you feel like staying up and looking for the same kind of nervous excitement that brought it on in the first place. The result is you carry it over day after day."

Along with nervousness, chronic fatigue is the chief complaint of most men and women who feel ill enough to consult doctors. Most people like to blame their tired feeling on vitamin or iron deficiency, constipation, glandular malfunction, or low blood pressure. But only in exceptional cases can doctors blame it on a specific physical ailment.

On the other hand, whatever it is that produces chronic fatigue also seems to produce most of the so-called psychosomatic diseases. Both have a direct relation to the patient's way of living, his family, his problems, his anxieties, the pressures under which his life is spent," says Dr. Arlie V. Bock, director of Harvard's School of Hygiene and a former director of the Fatigue Laboratory there.

In Harvard College, for instance, Dr. Bock notes that the rate of illness is highest for freshmen whose problems of adjustment often lead to worry and frustration. The tired feeling of which these young men complain more frequently than upper classmen seems to be associated with the development of other symptoms like colds, headaches, digestive upsets, and even appendicitis.

"Fatigue may have no other expression than inability of the person to carry on the day's work," says Dr. Bock. "Or again it may crystallize in such states as hyperthyroidism, hypertension, ocular neurosis, duodenal ulcer, ulcerative colitis, chronic

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indigestion, dermatitis, so-called sinusitis, backache, repeated respiratory infections, rheumatoid arthritis, simulation of bowel obstruction, and frequent and varied types of cardiac disorder. I doubt if we can eliminate fatigue as an important causative agent in the precipitation of premature coronary arteriosclerosis (hardening of the arteries)."

In treating diseases associated with chronic fatigue, Dr. Bock suggests that physicians should restrain their impulse to hand out prescriptions and try a little harder to understand the underlying causes in the patient's personality. To those who doubt that emotional factors can cause disease symptoms, he asks: "How is it that a man who has been vomiting for three weeks can, on being sent off fishing in Maine, eat baked beans and griddle cakes the morning after his arrival in camp?"

Obviously the fatigue reaction is no way to handle a difficult situation. Tiredness only makes things worse. Yet psychiatrists believe there is a motivation behind even the most illogical behavior if only one can probe deeply enough to find it. Once the hidden motive is brought to light, the person can subject it to reason and free himself of the need to obey it. What is the hidden motivation behind chronic fatigue?

In a recent study financed by the U. S. Navy and the Baruch Committee on Physical Medicine, this question received the most intensive investigation it has had so far. Two prominent psychiatrists, Drs. Harley C. Shands and Jacob E. Finesinger, working through the Departments of Neurology, Psychiatry and Medicine at the Harvard Medical School, took detailed life histories of 100 men and women complaining of chronic tiredness. When the case histories were analyzed, some interesting clues began to emerge.

The great majority of these people felt the symptoms after an important change in status such as marriage, childbirth, the loss of an important member of the family, or a major alteration in occupation. Another clue was that "fatigue invariably occurred when the person felt rejected, angry, frightened or enraged in circumstances which prevented any expression of these feelings."

Thus one woman who lived in difficult circumstances with a tyrannical and talkative invalid mother often had to suppress a strong desire to shout "Shut up!" When her tension became almost unbearable she would be overcome by a feeling of lassitude and go back to bed for the rest of the day.

Another patient who had plenty of energy for work felt completely

exhausted when he came home at night and saw his wife. It developed that his immediate fantasy on seeing her was a homicidal one, blocked and replaced at once by the feeling of tiredness.

It became apparent that the fatigue of which the subjects complained wasn't just a lack of desire to act—but a positive desire not to act in a certain way. In every case the person seemed to be using fatigue as a kind of road block to prevent himself from expressing forbidden feelings in words or acts.

Human beings, Drs. Shands and Finesinger point out, are highly social creatures—so much so that your picture of yourself as a member of the group is more important to you than the way you stack up as an individual. In growing up, you form an ideal picture of yourself in relation to your fellows which pretty much determines the way you feel and act. But every now and then your self-esteem is threatened by an impulse to act in a way that's out of character with your ideal self. Fatigue resolves this unconscious conflict by rendering you too tired and weak to act on the forbidden impulse.

THERE are instances in everyday life which seem to confirm this interpretation. Since many impulses we suppress as out of keeping with our ideal selves are sexual in nature, you might expect guilt feelings about sex to make people tired—and this is the case. Doctors and marriage counselors say one of the commonest complaints of husbands and wives who fail to find sexual satisfaction is that one or the other is "too tired." The blocking of sex impulses as out of keeping with the ideal self may also explain in part the lassitude and inability to concentrate which can occur to everyone at all seasons but is associated with spring and warm weather. It may also be a factor in the spells of moody, drowsy, vacuous behavior which suddenly descend on teen-age youth.

Even danger has a lethargic effect on people when they cannot admit they are afraid. If you've ever been on a plane that has hit an unexpected storm or developed engine trouble, you may have noticed the epidemic of yawning that spreads among the passengers. When the danger is past, the lethargy suddenly gives way to great animation. Perhaps one reason we sometimes get drowsy during a sermon is that we have to deny an impulse to talk back to the preacher.

"It sounds paradoxical," says Dr. Shands, "but if a person can be encouraged to express verbally the tendencies blocked in the fatigue state, he gets a new concept of himself



Super Vision

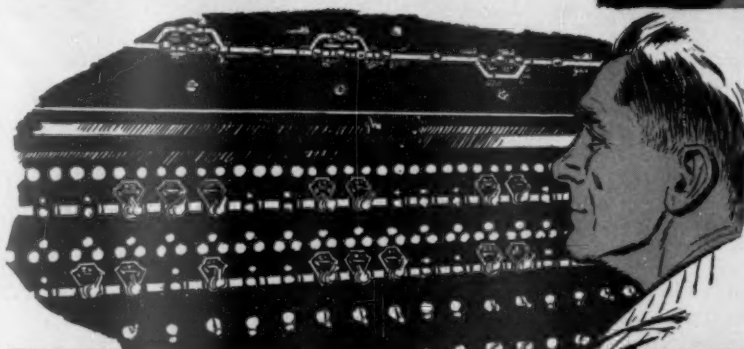
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which is more gratifying than the old.

Like any other psychoneurotic symptom, chronic fatigue is an attempt to solve a problem by pretending it doesn't exist. Often this kind of fatigue can be dispelled merely by dredging up the problem to the surface of consciousness, talking about it rationally and trying to find a realistic solution. In many cases, all this involves is admitting mixed feelings about persons for whom one is supposed to feel only the purest sentiments.

One well known psychoanalyst in private practice told me of a business executive who was overcome by lethargy on alternate Thursdays. These were the days on which he met with a company board headed by a man, ostensibly a close friend, but who in reality represented a bitter personal defeat for the patient. Once when the chairman became ill, the executive, who was next in line for the position, secretly hoped he would never get well. The fortnightly fatigue was his way of ducking guilty thoughts like these.

The same problem is common in marriages where the partners feel constrained to acknowledge only the sunny side of their relationship. Many marriage counselors say a husband and wife who learn to admit to one another, "Sometimes I love you and sometimes I hate you" are much less likely to get sick and tired of each other.

This chronic fatigue is only the most distant relative of the kind of tiredness grandfather used to feel after he had followed a walking plow all day. But even in that kind of fatigue, science has learned that we get tired long before we have used up even most of our energy. A lot of extra zip goes to waste inside us which might be tapped if a way were found to delay or avoid fatigue.

As to whether this can be done, the leading authorities are cautious but encouraging. Since all fatigue arises in the brain, thinking about it is the only effective way to control it. Fatigue that results from exertion can be postponed but never avoided. The purely psychological fatigue which causes most trouble is curable, but only by tracing its origins in the victim's personality and way of life.

One of the best places to find out how your body rations its energy is the Brain Wave Laboratory of the Massachusetts General Hospital, where the director, Dr. Robert S. Schwab, a Harvard assistant clinical professor of neurology, has been carrying on fatigue research since 1937. One basic fact which has emerged from his measurements of fatigue in brain cells, nerves and muscles is that the brain says "I

can't" long before the muscles lose their power to go on working.

Dr. Schwab can demonstrate this simply. With one of your fingers harnessed to a small pulley arrangement, you lift a weight up and down until you can no longer budge it. Then artificial stimulation from a couple of electrodes brings your inert finger to life again and you go on weight lifting longer than before. Your finger still had lots of energy left, even after the brain cells controlling its movements called a halt.

THE fact that your brain cells tire first is clearly an important safety device. As your muscles burn fuel they dump waste products into the blood in the form of lactic acid and carbon dioxide. These chemicals signal the brain cells to call quits before your body can run long enough to exhaust any part of it. Complete exhaustion would be a real danger since a muscle which has run out of fuel requires ten to 15 minutes to recover. Dr. Schwab points out: "You just can't afford to wait that long for an exhausted breathing or heart muscle to start working again."

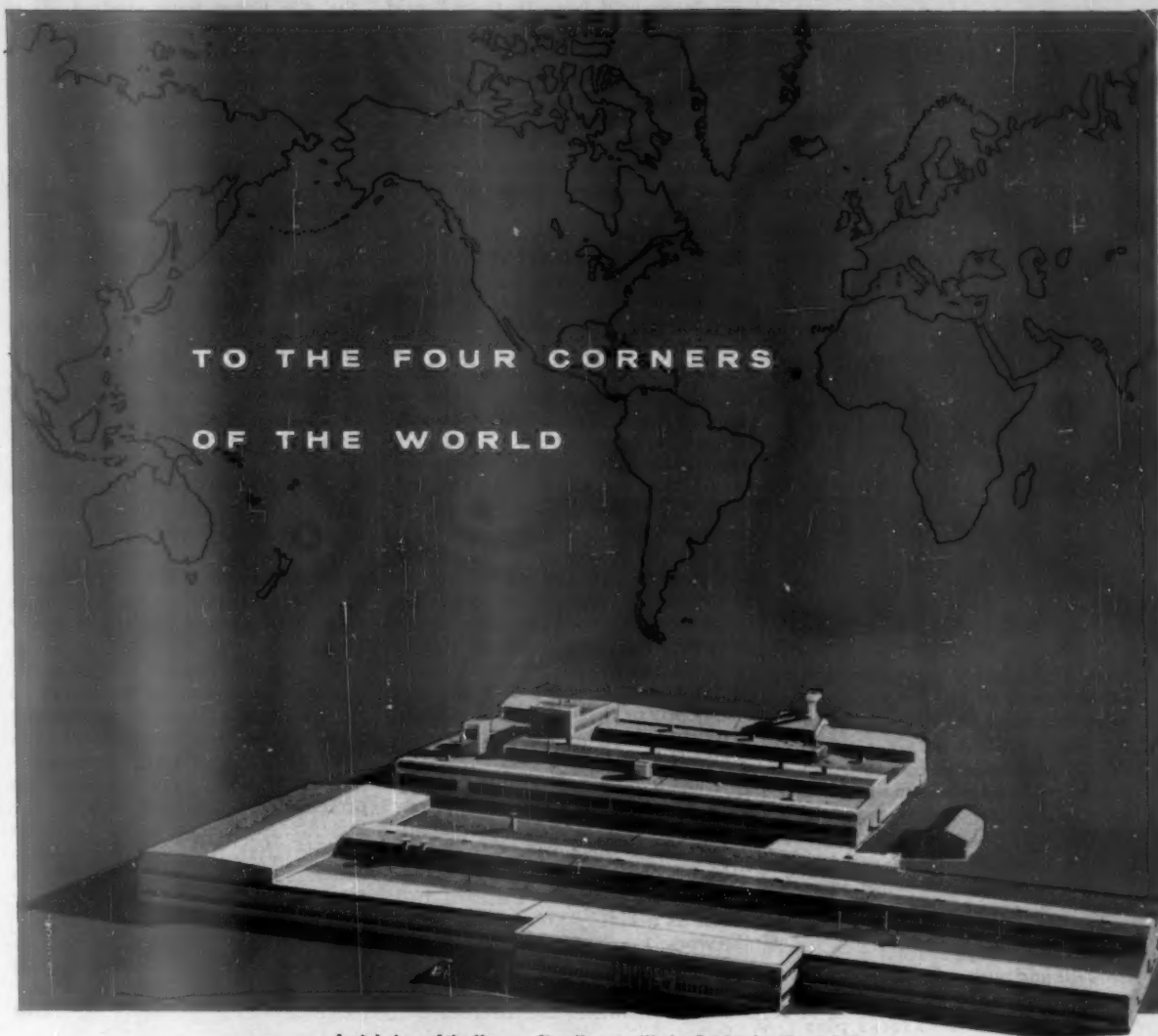
But nature's margin of error is extravagantly wide and you could safely exert your muscles much more than you are likely to do in the ordinary course of events. The point at which your brain, acting through nerves and muscles, says "I can't" varies with what Dr. Schwab calls your "motivation level."

As a commuter, he's carried on some observations at Boston's North Station where, for the past three years, he's figured the distances a commuter will run to catch a train when there are only three to get him home in time for dinner.

"Missing the last train," explains Dr. Schwab, "means a \$5 to \$10 taxi ride or the need to spend the night in the city. As a result of this increased motivation, subjects throw dignity to the winds, drop packages and sprint anywhere from 60 to 70 yards down the platform."

At the Brain Wave Laboratory, Dr. Schwab often asks visitors to see how long they can hang by their hands from a horizontal bar over his office door. When the request is put in an ordinary way, healthy adults hang for an average of about a minute. If Dr. Schwab exhorts them to do their best—somewhat like a football coach addressing his team between halves—they usually hang on for an extra half minute. The offer of a \$5 bill to beat their own previous records usually adds still another half minute.

"Nobody knows how much longer they'd hang on if I offered them \$100 or \$1,000—or if I'd push a vat of



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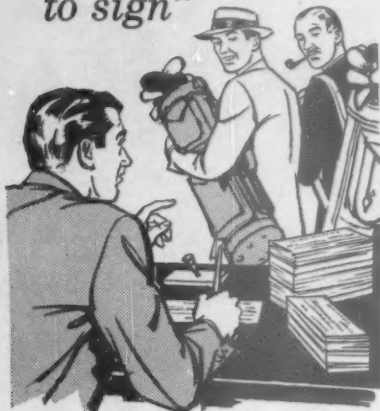


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sulphuric acid beneath them," said Dr. Schwab—and pointed to a story in that morning's newspaper which supplied a hint. It told of a clock repairman who had been working 60 feet above the street in Manchester, England. When the wind blew down his scaffold, he hung onto the minute hand for five minutes until workmen put up a ladder.

Suggestibility also plays an important role in your ability to work or play harder before you get tired. At the University of Cincinnati, psychologist Dr. Arthur G. Bills demonstrated this by blindfolding a frail coed and a brawny football player and asking them to stand as long as possible with their arms outstretched horizontally. Before the experiment the coed had been assured that she would find the task easy. The opposite impression had been conveyed to the football player who tired quickly and was trembling from the effort when he dropped his arms after only ten minutes. The coed standing beside him still held her arms out lightly without any fatigue.

Most suggestions that make you feel peppy or tired come from within. By examining your attitudes toward yourself and weeding out some of the negative ones, Dr. Bills suggests that you can greatly increase your capacity for enjoying life. Some attitudes which make you tired are: "I'm too old," "Everybody else does this better than I," "I had a bad break as a kid," "The harder I try, the worse I do."

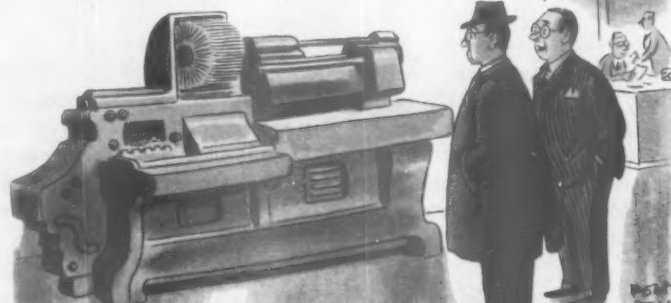
Probably the least effective way of fighting off fatigue is the use of artificial stimulants. Researchers for

the Air Force have studied all of them to see what is best to keep fighter pilots and bomber crews alert for long hours under conditions of boredom or of stress. Though effective in banishing the subjective symptoms of fatigue, alcohol is out because it also impairs judgment and control. Benzedrine alerts the mind for special tasks but continuous use is injurious. "For the long haul," Dr. Alfred Lawton, medical director of the Air Force says, "we've never found anything better than black coffee."

So far we've been talking about fatigue that occurs as a result of activity. Strong motivation, suggestion and some drugs can stall it off for a time, but eventually it will bring your activity to a halt so your body can refuel and refresh itself. You probably know it as the "healthy tiredness" that follows a round of golf, a successful business transaction, or an enjoyable party. Since it always comes as a result of exertion and always disappears with rest, this fatigue is nothing to worry about.

In everyday life, the hidden motivation that causes us to resort to chronic fatigue is probably nothing more serious than our reluctance to face the always slightly embarrassing discrepancy between what we pretend to be and what we are. For this, no better remedy has ever been devised than a sense of humor—which is after all only the ability to accept our good qualities and our shortcomings with equal grace.

Next time you're tired, remember: If it's physical fatigue, you can sleep it off; if it's chronic fatigue, try laughing it off. **END**

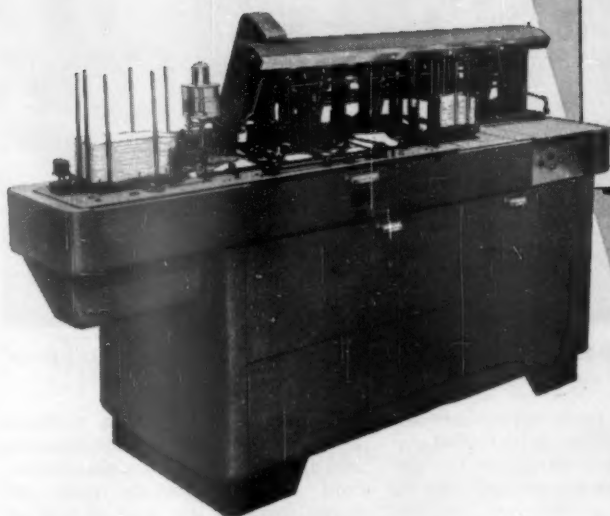


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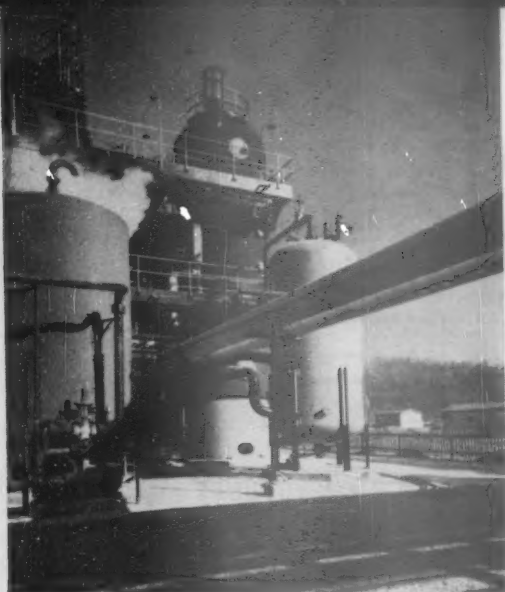


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◀ **WHY** should a company which operates a chemical plant spend money to educate young men in humanities and cultural subjects as well as to train them as technicians?

BECAUSE business believes that no man is educated unless he is aware of the society of which he is a part; that minds of leaders must be sharpened by contact with many beliefs and many interests ▼



Robert Pasolli, right, at Wesleyan University on Union Carbide scholarship, attends "Humanities Workshop" JOHN LEWIS STAGE—BRACKMAN ASSOCIATES

DOLLARS FOR SCHOLARS:

Industry's
investment
in
tomorrow

By **DAVID L. COHN**

AMERICAN businessmen are investing their dollars in higher education because they recognize its enormous worth to themselves and to their country.

Exemplifying this trend is the action of the Union Carbide and Carbon Corporation. Through its Educational Fund, Union Carbide soon will provide full-tuition scholarships to students going to 24 independent colleges, plus a \$600 grant to the college itself for each scholarship student. Eventually, 40 colleges will be brought within the plan, and when the company's program reaches maturity in three years, it will annually award 400 scholarships at a cost of \$500,000.

Carbide attaches no strings to its scholarships. The scholar does not have to take the donor with the donation. The company makes no attempt to dictate his curriculum. Recipients of its scholarships do not have to offer their services to the company upon graduation, nor does it hold out

job commitments to them. Colleges have complete discretion in choosing and guiding the scholarship winners. And, although Carbide exists and grows through the uses of science, more than half of the colleges it aids are liberal arts institutions.

The existence of the Council for Financial Aid to Education proves that this is no isolated example of the attitude of business toward higher education. The Council was incorporated by Frank W. Abrams, former board chairman, Standard Oil Company (New Jersey); Irving Olds, former chairman, United States Steel Company; Alfred P. Sloan, Jr., chairman of the General Motors Corporation; Walter Paepcke, chairman of the Container Corporation of America; and Henning W. Prentis, Jr., chairman of the Armstrong Cork Company.

There are no professors in this group. Yet these successful businessmen are intent upon creating more professors. Their council has but one

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purpose: to help more Americans acquire higher education through financial contributions by business to privately endowed colleges.

Why should business concern itself with the apparently unrelated field of higher education? Why should it concern itself with the apparently even more unrelated field of liberal arts education, paying the way of men for training, not in the sciences or marketing, but in the humanities? Since men are in business for profit, how does it profit them to spend corporate funds training students who may never work for their companies; educating men in such seemingly esoteric fields as English verse, the history of European civilization, or the development of the American constitutional system?

THE reason that influences businessmen to extend the boundaries of higher education in America was stated by Mr. Abrams in these words:

"Nothing is more clear to me than this—what is good for the American people is good for business. . . . The general good is our good, because it is a healthy reminder that the welfare of our whole society is a legitimate and necessary concern of all of us. Business depends upon a prosperous and healthy community. Any business which willfully seeks advantage against the public interest is very foolish and cannot, I think, look forward to a very long future.

"Education," says Mr. Abrams, "has done more to create and expand markets for business than any other force in America."

The educated man seeks more than primitive satisfactions of his needs for food, clothing, shelter. He desires books, magazines, newspapers, travel; beauty as well as utility in his housing; superior appointments and foods; high grade cars and amenities of many kinds that make living graceful as well as comfortable. These men are a valuable market. Since they have a high earning power they have a high purchasing power and they owe their earning power to their education.

What is the other side of the coin? The untrained man with a grade school education goes to work, on the average, at 14. He reaches his top earning power at 40. Then, because he depends upon his physical strength or manual dexterity, his earning power begins to decline at or before he reaches 50, and at 60 he usually is dependent upon a pension, or other people, for his support.

The average high school graduate goes to work at 18. Ten years later he earns more than the untrained

man ever earns. He reaches his top earning power at 50, and this power falls off only slightly thereafter.

Note the startling effects of higher education. The average college student does not begin steady work until he is 22—eight years later than the grade school graduate and four years later than the high school graduate. But he soon passes them. By the time he is 30 he is earning twice as much as the high school graduate does at 40. Nor is this all. Since the college graduate depends upon his mental ability and training, both of which improve with practice, his earning power increases until retirement.

Hence, educational training works out this way: At peak earnings, a high school graduate earns 65 per cent more than a grade school graduate. But the holder of a Bachelor of Arts degree outstrips him by 250 per cent. Today, 50 per cent of those in the highest income bracket are college trained, more than 40 per cent are high school trained, and less than eight per cent have only a grade school education.

If education increases income and thereby makes for wider markets, it also increases productivity, the factor that does much to raise wages, lower costs, and increase markets. The young man who has had some practice at learning in school usually learns quickly in a factory. It takes less time to train him. He not only knows what he does but why he does it; grasps ideas and problems; thinks about his work; often contributes useful suggestions concerning it.

For these intensely practical reasons, American industry wants to stimulate the growth of American education. But other reasons motivate it; reasons as important if less tangible than those already cited.

ONCE many of our industrialists were contemptuous of public opinion; a contempt epitomized by one of them in the famous remark, "The public be damned." But those men are dead. Their time is past. Today's industrialists, with rare exceptions, are aware that some of their principal problems and greatest opportunities lie in the field of human relations. What is the relation of education to it?

Educated (informed) men have opinions. The more educated the man, the more likely he is to have an opinion. A recent study of answers to more than 150 questions showed that only seven per cent of the informed persons responding said they had no opinion, while 28 per cent of the uninformed respondents said they had no opinion.

The educated differ from the un-

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educated not only in volume of opinion but in quality of opinion. Informed people are inclined to more moderate opinions. They assess an advocate's pleadings against their own knowledge; are not easily swept off their feet; and, understanding both sides of a case, are not easy prey for the extremist or demagogue. The uninformed, however, lacking these advantages, are more likely to be extremists. And this is to indicate again what has so often been said and cannot be said too often: We must have an enlightened electorate if we are to remain a vigorous, healthy democracy.

INDUSTRY is concerned with another phase of the case. It does not want managers who are allegedly successful on the surface while the underpinnings of the country crumble because of their blindness, their social illiteracy. Here Mr. Abrams states the point of view of forward-looking management:

"I can understand the attitude of textbook writers or teachers whose views of private enterprise were conditioned by the depression. That event exposed the lag between economic thinking and the needs of a society which few realized had changed as much as it had. But the process of change has continued and the lag has greatly diminished. . . . Business organizations now are frequently found among those in the forefront of social pioneering and progress."

Hence business, for this reason and many others, is interested in the education, not merely of technicians, but of broadly educated men; men trained in the humanities and the social sciences. We are no longer pressingly concerned with the physical world.

We have long known how to convert the resources of nature to the uses of men. We advance daily along this front. No one doubts that we shall continue to advance here, as no one doubts that we can produce technicians and scientists for the tasks that confront us.

Nowadays the problem lies elsewhere. It lies in the minds of men. It has to do with the mysteries of human behavior. It is concerned with the reconciliation of conflicting points of view in a period of swift, shattering change. Hence business needs much more than the technicians.

Businessmen are not pleased with some of the results of overspecialization. They find that some of their engineers, for example, cannot write an intelligible business letter, talk badly, lack the wide background important in today's executives. A. A.

Stambaugh, board chairman of Standard Oil of Ohio, puts it this way:

"Real leadership is compounded of the broadening cultural influences of liberal arts colleges. Industries have lots of men worth \$10,000 a year, but can't find many worth \$100,000."

Few American businessmen cling to parochial attitudes. They want broadly educated men around them, men who know how to deal understandingly not only with their fellow Americans but also with foreigners. Certainly they do not want as foreign representatives men typified by the congressman who said to the Norwegian king:

"King, what was the name of the quisling you had up here?"

Business understands that the broadly educated industrialist must take up where the technician leaves off. The stakes are great, not only because of industry's direct investment overseas, but also because of our leadership of the free world. This leadership is daily personified to foreigners, not by our diplomats but by our businessmen who live and work abroad; as, for example, representatives of Standard Oil Company (New Jersey) in more than 100

Reciprocal trade treaties should include exchange of confidence.

—Shannon Fife

countries. In this light one understands why Union Carbide is giving scholarships to men to attend liberal arts colleges.

Industry has two reasons for wanting to aid only privately endowed colleges.

First, they are free of governmental influence, state or federal, and may remain, in the words of President Dodds of Princeton, "islands of independence in education without political accountability." Obviously this is essential to the preservation of a free society.

Second, these colleges, in a period of ever increasing costs are having a hard time of it, while business needs not only more but better trained college graduates. It is estimated that 50 per cent of the private colleges now operate at a loss.

What has business been doing in this field? What could it do in the future? The Council for Financial Aid to Education answers these questions:

"Studies . . . point up the vast difference between actual and potential corporate support. The \$252,000,000 given by corporations to all causes

in 1950 represented only 0.6 per cent of the \$42,800,000,000 in net profits of all American corporations. It is clear that corporations have not been giving as much as they might give."

Business is increasing its gifts to private colleges. In 1950 it gave \$50,000,000. In 1954 it is estimated that it will give more than \$60,000,000, plus additional funds for research and equipment.

Yet the Council believes that corporations could reasonably make a total contribution to colleges of \$200,000,000 annually. "This," it says, "would go far toward closing the critical gap in college and university financing."

MOREOVER, businessmen now realize that they may actually increase the financial burden on colleges and universities if they grant scholarships to students but extend no corresponding aid to the institutions which the students enter. A scholarship, they warn, frequently pays only a portion of the school's cost of educating a young man or woman. Like Union Carbide, the Pennsylvania Power & Light Company has countered this threat with a twofold scholarship program in which financial help is granted to the student and to his school.

In urging business to give more to colleges, Irving Olds says:

"Every American business has a direct obligation to support independent, privately endowed colleges . . . to the limit of its financial ability and legal authority. Unless it recognizes and meets this obligation, I do not believe that it is properly protecting the long-range interests of its stockholders, its employees and customers."

There are many definitions of education. But as industry now sees it, no man is educated unless he is aware of the society of which he is a part and in which industry looms so large.

America and American business can never have enough people who, in Cardinal Newman's words, have "learned to think and to reason and to compare and to discriminate and to analyze. . . ."

This is part of the larger concept that America is not money, banks, farms, ranches, mines. It is people. America cannot, therefore, be bigger or greater than its citizens. The more widespread that education becomes among us the better will be our chances of constantly moving toward a better country. This being clear to many of our industrial leaders, they are moving to put their convictions into action by digging into their pockets to enable more of us to obtain higher education. **END**

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Man With a Mission

(Continued from page 41)

whether Roanoke had a more stimulating effect on Mr. Johnston than he had on his adopted home town. He can trace his ancestry back to George Madison, brother of the fourth President of the United States, and to Jonathan Edwards, the famous colonial preacher.

"There's an old gag that nobody is born in Roanoke," he remarks. "In 1883 there were fewer than 250 persons in the town. It's where you're going, not where you came from, that counts most here."

It was obvious from the start that he was a young man going places about as fast as the law allows. He joined the Roanoke Chamber in 1926 and five years later was its president. He became active in the National Chamber 22 years ago and was appointed to the Resolutions Committee that same year, 1932. He was elected a director in '34 and vice president for the Southeastern Division in '37.

At the outbreak of World War II, Mr. Johnston, a reserve officer for 20 years, was called to active duty to take charge of an urgent job.

Lt. Gen. Brehon B. Somervell, chief of the Services of Supply, asked Lieutenant Colonel Johnston to check on the Army's warehousing requirements. The Army then had 3,000,000 square feet of space and estimated about 7,000,000 square feet eventually would be necessary. A covey of generals blanched when Colonel Johnston calmly told them they would need closer to 120,000,000 square feet—and he practically hit the figure on the nose.

The vast increase in space made it imperative for the Army to recruit trained warehousemen and Colonel Johnston had the answer for that problem, too. He asked Ralph Bradford, then secretary of the Chamber of Commerce of the United States, to put out an emergency call for men with experience in the field. Some 6,000 applications were received for 600 Army commissions at Colonel

Johnston's disposal. It still gives him a surge of pride to recall that, although he could promise only a handful a rank higher than first lieutenant, not one commission was refused by the applicants who, on the average, were 41 years old and had been earning \$12,000 a year as civilians.

He gave his hand-picked candidates a two-week indoctrination in Army methods and presently they brought so much efficiency to warehousing operations that the ordnance branch was able to reduce its total personnel from 123,000 to 83,000, despite the vast increase in the tonnage handled.

After three years in the Pentagon, Colonel Johnston was assigned to China as ordnance supply officer for Gen. "Vinegar" Joe Stilwell's "Z" forces, 33 Chinese divisions holding an 1,800 mile front against the Japanese along the Yangtze River down to the South China Sea. It probably was the toughest quartermaster job of the war in any theater. Supplies were flown over the Hump from India to Kunming, in China, then put on trucks and hauled 1,000 miles to the front.

A truck was able to make only one round trip a month. Space was so precious that only ammunition and gas were sent to the Chinese.

Colonel Johnston was one of 200 Americans attached to the Chinese forces and, like the others, he lost 50 pounds in the year he stayed in the Chinese area.

With the end of the war in sight, he was recalled stateside and given the task of setting up surplus property centers. Technically, that was the last of his official duties for the Army, but he continued to serve government agencies, notably the RFC, the OPA and the office of Civil Defense Planning, where he was deputy director under Secretary of Defense James Forrestal.

Friends long ago gave up trying to persuade Mr. Johnston to sample the leisure he has earned. He has been



meaning to catalog his valuable and sizable collection of first editions, but he never seems to get around to it on the occasional weekends he spends on his farm. There always are fences to be mended or ditches to be dug or hay to be cut and Mr. Johnston is unable—and unwilling—to break himself of the lifelong habit of attending to the chores personally. Until two years ago, he made a point of working on the loading platform with his warehouse crews a couple of hours a day whenever he was at the plant.

"Executives everywhere are complaining that employees are unwilling to assume responsibility and assert initiative," he comments. "Maybe management is at fault for not working hard enough itself. One kind of executive no longer says, 'Come on, boys.' He lays out a plan, then retires to his private office and says, 'Go to it, men.'"

"That sort of thing breeds employees who are content with mediocrity. You can get a lot of people who are willing to work for \$75 a week, but they don't want the responsibility that goes with a salary of \$12,000 a year.

"The main emphasis is on security, not opportunity. A new employee is more interested in a company's pension plan than in his chances for promotion."

What can be done to exploit our dwindling stockpile of initiative? Mr. Johnston has an ingenious scheme he would like to promote as a personal project during his term as president of the National Chamber. If it is adopted, it will lay the groundwork for a plan whereby retired businessmen can serve the government without compensation as specialists, trouble-shooters, and efficiency experts.

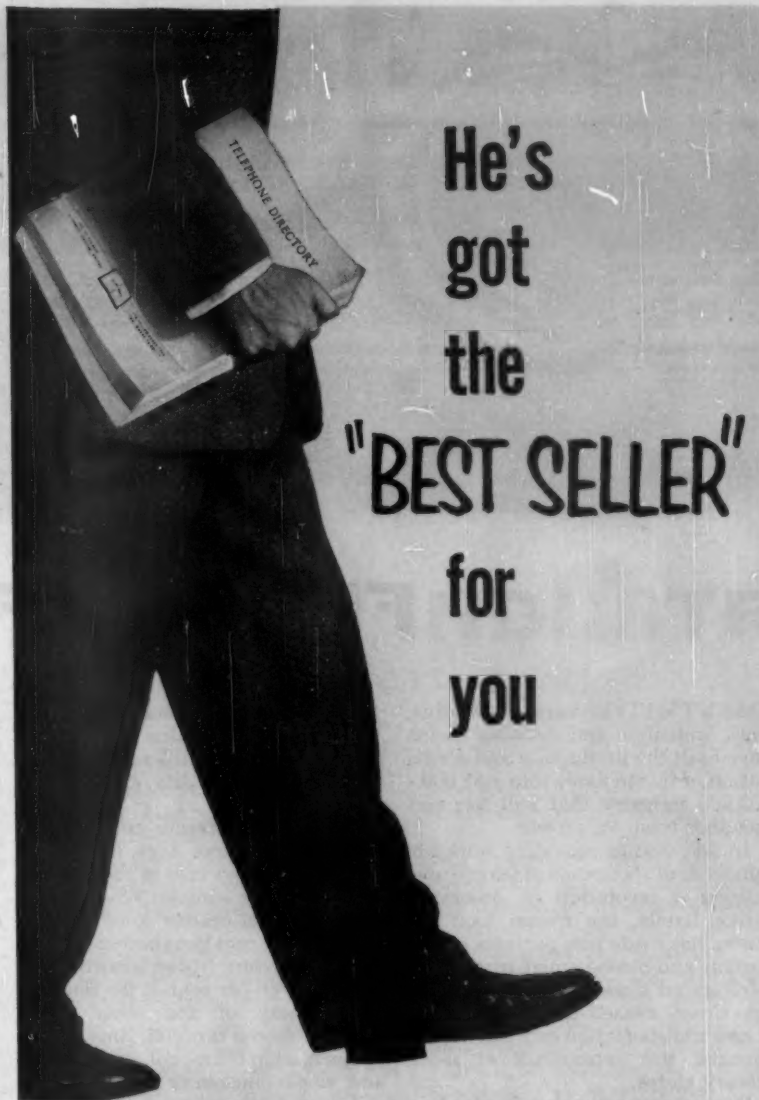
"The technical know-how of successful executives is too valuable a national resource to lose when they reach mandatory retirement ages," he says. "I'd like to see the Chamber of Commerce compile a card index of such men.

"If each local chamber and trade association provides only one name, there will be a reservoir of 3,200 volunteers eager—and able—to cut down the cost of government by jacking up departments operating in the scope of their experience.

"Given any sort of official encouragement, I'm sure we'll be deluged with more applicants than we need to make the plan click. Most fellows in the upper income brackets have been working for the government as a matter of necessity for so many years that they'll welcome the chance to do it of their own free will."

END

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FROZEN FOODS:

TWENTY-FIVE years of initiative, work, research and growing pains have built the production and distribution of frozen foods into a \$1,000,000,000 industry that still has tremendous room for growth.

In addition to providing work for hundreds of thousands of people and causing a revolution in American eating habits, the frozen food industry has made new partners out of farmers and businessmen, turned the refrigerated warehouse business upside down, caused the development of new transportation equipment and changed the appearance of most grocery stores.

Its most dramatic contribution has been to the family dinner table. Frozen foods have made seasonal and traditionally perishable foods available any time, nearly anywhere, and have made food preparation so simple and so quick that housewives, who once spent hours in kitchens preparing meals, now can do the job in minutes—and often do it better.

The housewife in the wheat country in North Dakota can buy frozen shrimp that tastes just as fresh as when it was taken from the Gulf of Mexico. Any day, any week the Maine housewife can buy frozen orange juice, strawberries, blueberries, egg plant or Won Ton soup.

But in spite of the tested advantages of frozen foods, a study published this year by the Agricultural Marketing Service of the U. S. Department of Agriculture shows that about half the families surveyed buy specific frozen foods.

Government economists point out

that this may mean that a large proportion of those families which might buy frozen foods still must be convinced of their quality, convenience and economy.

Of the 12 frozen commodities studied only three were bought by more than 50 per cent of the families in the survey sample; 68 per cent bought frozen orange juice concentrate; 52 per cent bought frozen peas, and 50 per cent, frozen strawberries. Less than 40 per cent of the families bought any of the other items studied: frozen broccoli, lima beans, spinach, snap beans, cut corn, lemonade, whole chicken or chicken parts.

These findings point to a large market still to be developed by the industry, whereas earlier studies seemed to show that a large part of the market already had been penetrated. A study released in March, 1952, by the trade magazine *Quick Frozen Foods*, for example, showed 84 per cent of the families interviewed in the survey were buying frozen foods, compared to 76 per cent three years earlier, leaving about 16 per cent of urban families as non-buyers.

Whatever the exact size of the market may be, prospects for future expansion look good to the businessmen who have built up all phases of the industry and who are celebrating this year the twenty-fifth anniversary of the founding of the business.

The whole industry is guided by this simple principle: Freeze it fast and keep it frozen. Discovery of the value and effectiveness of the quick-freeze principle for preservation of

foods in a nearly fresh state is generally credited to Clarence Birdseye. The refrigeration principle for food preservation had been known and used for years, of course, but cold storage foods were not appealing to consumers and early attempts to freeze foods were not successful commercially. In Labrador Mr. Birdseye observed that fish left out in the 50 degree-below-zero winds froze almost instantly, and that when they were thawed and cooked they hardly could be distinguished from fresh fish.

That quick-freeze principle made all the difference as far as taste and freshness were concerned and, after some years of experimentation, Mr. Birdseye developed a quick-freeze method—still widely used—and began to process and market fish, shrimp and other sea food, and even one or two vegetables.

The buying public was not too much interested at first, but the potential value of the idea led the General Foods Corporation to buy out Mr. Birdseye's company, trademark and the rights to his quick-freeze process. The first real effort to merchandise frozen foods began in March, 1930, when General Foods provided a line of commodities in 18 stores in Springfield, Mass. Thousands of people came to see and buy.

More frozen food processors entered the field as the potential of the market became obvious, and in 1940 about 430,000,000 pounds of vegetables, fruit, poultry, meats, seafood and specialties were packed and sold. By 1947 more than 500 frozen food



BILLION DOLLAR INDUSTRY

packers were in the field and the number has increased steadily ever since.

In 1953 approximately 1,400 processors packed some 3,500,000,000 pounds of frozen foods, which had a sales value of \$1,200,000,000. This represented a \$325,000,000 increase over 1952. The largest single pack of one vegetable was peas—203,725,900 pounds in 1952. A total of 200,301,839 pounds of strawberries and 47,743,000 gallons of orange juice concentrate also were packed that year.

Even though the solid old standbys like orange juice, strawberries and peas are top sellers year after year, new products are constantly being tested and introduced. Unfamiliar fruits from warmer climates have been added to the frozen foods listings, and prepared foods such as meat and chicken pies, or whole turkey dinners, have begun to win customers in such numbers that some men in the industry believe that category represents the greatest field for expansion. Packers, meanwhile, continue to spend thousands on research for new commodities.

It's in agriculture that the frozen foods industry has made one of its most impressive contributions. Because the packers can freeze a crop right at the moment of harvest, and hold it fresh for later consumption, the industry has stabilized and strengthened the citrus fruit industry and other seasonal foods production by permitting year-long distribution of commodities which formerly had to be sold within a short growing season or represent a loss to

the grower. In 1953, for example, America's entire lemon crop was utilized for the first time in 30 years, thanks to the frozen foods industry.

Frozen food packers also work with the farmers, and on their own experimental farms in the planting and harvesting of various crops in an effort to come up with superior products.

Commodities that are to be frozen are moved to the packer as quickly as possible to keep them fresh. This is true whether the commodity is peas, fried chicken or fish. Freezing plants are usually close to fields and farms producing vegetables and poultry. The lack of freezing equipment on most American fishing boats leads to the curious situation where it's possible to get fresher fish from Iceland than can be got from American boats operating a few hundred miles offshore. Some of the Iceland fishing boats have equipment to quick freeze the catch as soon as it's brought on board, whereas boats without such equipment may fish for a week and then take four or five days more to get back to shore with their catch.

The maintenance of subzero temperature dominates the thinking and the activities of every part of the industry. Commodities are slapped into storage to maintain them at the below-zero level immediately after the frozen food packers have processed them.

From that time on shippers, storage men and retailers struggle to keep the commodities cold. First and biggest load falls upon the trans-

portation people who must carry the processed and frozen food either direct to terminal warehouses to be held for retail use, or to mid point warehouses for later reshipment.

Shipments go in railroad refrigerated freight cars and in refrigerated trucks, and railroad and truckmen and packers are constantly working to perfect equipment to be sure that below-zero cold is maintained.

Development of the frozen food industry turned the refrigerated warehouse business almost completely upside down. Before World War II, for instance, the Terminal Warehouse in Washington, D. C., devoted only about 19 per cent of its refrigerated space to freezer operation, with the other 81 per cent taken up with ordinary cooler operation. Now the situation is almost reversed. Some 70 per cent of the space is devoted to storage of frozen foods, retail pack and service pack for hotels, bakers, other institutions; about 30 per cent to cooler space.

The National Association of Refrigerated Warehouses says the whole industry experienced the same shift, and that increasing demand for frozen foods is requiring constantly increasing storage space. The public refrigerated warehouse industry expects to be operating about 450,000,000 cubic feet of storage space by 1955. Of this more than half will be devoted to freezer operation.

Some segments of the frozen food business are helping to provide storage space. One moderate sized chain store built its own storage space to handle the load from 42 railroad

He's head and
shoulders above his
Dad . . . and the
reason may be news
to the average
Old Grad



HOW DOES IT HAPPEN that the man who wore a raccoon coat and danced the Charleston now has to *look up to* a son a half a head taller?

Today's college freshmen are taller, and heftier by about 20-25 pounds, than their fathers were in the Roaring Twenties. They're *healthier*, too. Part of this growth and health is due to advances in medicine. Much of it is due to a better diet. And that's where today's young giants have been helped by the trucking industry—another young giant whose growth has paralleled their own.

Every survey and every analysis of the modern revolution in the distribution of food products has shown that the motor truck has been the key to the wider distribution of America's abundance. The trucking industry has thus helped place good nutrition within the reach and the means of all. Serving farmers, processors and consumers, the industry has made possible a *well-balanced diet all year 'round*. Next time you're in a food store, look at all the items—*brought by truck*—and see for yourself! *If you've got it . . . a truck brought it!*



American Trucking Industry

American Trucking Associations,
Washington 6, D.C.

cars, then found its requirements increasing so sharply that it had to call on warehouses to handle the bulk of its storage.

The problem of presenting frozen foods to the customer presented a major problem to the industry from the beginning. Stores needed cabinets that would keep the foods at sub zero temperatures and still allow the customer to see what he was buying. First models cost more than \$1,000 and store owners were not enthusiastic about investing in them. General Foods, however, stimulated development of less expensive cabinets and the display problem was licked.

Now about 60 manufacturers of cabinets are in the field, and the Commercial Refrigerator Manufacturers Association says that about 21,000 frozen foods display cases—most of them the self-service open type—were installed in retail stores in 1953. In 1945 about 350 units were installed. The association expects about a 20 per cent increase this year.

According to chain store sources the space devoted to freezer cabinets for sale of frozen food ranged in January from ten to 90 linear feet. Average was about 33 feet per store. The National Association of Food Chains says one large chain operation is building its new stores to permit a 50 per cent increase.

And retailers seem to think the volume increase will continue. In January, 1951, the National Association of Food Chains reports, the average per cent of total sales represented by frozen foods was 2.96. In January, 1954, the figure had increased to 3.75 per cent. Retailers estimate that the average for 1960 sales will be about 8.32 per cent.

However big the market may be, the industry seems to be regarding it with care. The attitude of all segments was expressed by Charles G. Mortimer, president of General Foods Corporation, when he spoke to growers, packers, warehousemen, shippers and suppliers at the twenty-fifth anniversary celebration.

"It would be impressive-sounding, but misleading, to describe the future of the frozen foods industry in ringing terms, in onward and upward oratory. Our future . . . will be made up of plain down-to-earth problems and accomplishments. We'll have to keep improving our old products. We'll have to search out inspiration and stretch our ingenuity to come up with new product ideas. We'll have to cut our distribution costs. We'll have to find a way somehow to break the bottleneck of insufficient cabinet space in retail stores. We'll have to convince consumers and keep them convinced that they should use our products."—GEORGE HADDOCK END



Eastern Air Lines' \$25,000,000 base at Miami's International Airport covers 130 acres, employs 4500 persons. 119 airliners operate from this base. Aluminum Roof Coating: "AlumAnation #301," an asphalt base aluminum coating made by Republic Powdered Metals, Cleveland, O.

Under intense Florida sun . . . Aluminum Roof Coating has lasted 2 years... good for many more!

In the toughest of all exposure areas for paint, where most paint manufacturers maintain test farms, Eastern Air Lines at Miami has discovered that for roofs, *aluminum coatings give better service than any other type of coating.*

Almost every type of roof coating was tried on the roofs of these huge maintenance buildings. But intense sunlight and corrosive atmosphere cut service life. Then Eastern tried asphalt *aluminum* roof coatings, and the problem was solved.

"After two years," Eastern reports, "the aluminum roof coating is in excellent condition. It should be good

for many more years." Moreover, being eight to ten times thicker than ordinary paint, the asphalt aluminum coating sealed pin-holes, has kept the buildings much cooler and has improved working conditions inside.

ALCOA does not make roof coatings, but ALCOA Aluminum Pigments are used in more aluminum paints than any other brand. Special formulas have been developed by your paint manufacturer to solve individual problems. Paints made to these formulas actually cost you less, last longer, give utmost protection against heat, cold, sun, rain, smoke and fumes.

Find out about the many advantages aluminum coatings offer *your* business. Write today for additional information.

ALCOA 
ALUMINUM

ALUMINUM COMPANY OF AMERICA

Paint Service Bureau,
Aluminum Company of America
1797-F Alcoa Building, Pittsburgh 19, Pa.

Please send me information on asphalt aluminum coatings. I am interested in protecting _____

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

You can have **PLANT DISPERSION AND FIRE SAFETY**

WHEN the worst industrial fire on record destroyed a four-year-old General Motors transmission plant in Livonia, Mich., newspaper readers were shocked at the loss: \$55,000,000, plus six human lives. Fire-protection people also were shocked, but not surprised. At Livonia they saw proof of what some of them have been saying for years: that the trend to decentralization can create the biggest fire hazard in U. S. history.

Since 1946 thousands of factories, warehouses and stores have blossomed in our suburban areas and small towns. Two years ago, after a survey of 138 manufacturing companies, the National Industrial Conference Board reported that seven of every ten were decentralizing to some degree. Currently in one county, near New York City, new plants are being finished at a rate of nearly three a week. Such expansion does not have to increase the fire risk—although often it does. Increasingly the so-called large-loss fires—those in which loss exceeds \$250,000—are hitting small towns.

In 1946, according to the National Fire Protection Association, there were 187 large-loss fires in the U. S. and Canada. Last year saw 293—a jump of 56 per cent—with an aggregate loss of nearly \$275,000,000 and at least 336 deaths. This means that .01 per cent of all reported fires caused 24 per cent of the total loss.

Before 1948 the NFPA did not even bother to classify large-loss fires by the size of the community they hit. Of that year's 268 such blazes, one in three was in towns of less than 20,000 population or unincorporated areas. In 1953 the proportion had grown to virtually one in two—and it is still growing.

Here is the basic trouble: In the average small town, the fire department is set up and equipped for small-town needs. It has enough pumps, hose and other gear to handle a fire in someone's home, garage or store. The water supply is in proportion. Mains usually are four to eight inches in diameter. Often many of them "dead end" at the edge of town.

Now, if a large factory or supermarket is set up nearby, fire-fighting facilities don't measure up.

However, communities can't eliminate the danger. Management must cooperate. Take the trend to large, one-story buildings with single areas running into millions of square feet. These offer real operating advantages—more efficient assembly lines in a factory or handsomer displays in a supermarket. But fire loves to run wild in large unbroken areas.

The National Board of Fire Underwriters, in its standard building code, defines floor areas that may be laid out without masonry walls or partitions to contain a fire. Depending on the number of streets on which the building fronts, the limit is from 5,000 to 9,000 square feet if noncombustible construction is used; if combustible, 5,000 square feet is tops.

Materials are another management responsibility. Last year, 96 per cent of the large-loss fires occurred in buildings that were not fire-resistive.

Transmitting a fast alarm would seem basic to fighting any fire, but more than the telephone is needed.

Last year 63 per cent of the big blazes were reported that way, compared to 20 per cent by fire-alarm boxes and only 5.5 per cent by automatic alarms.

In that connection, just having people in a building is no guarantee of controlling, or even detecting, fire. Outsiders spotted 41 per cent of 1953's large-loss blazes.

Actually, formation of an in-plant fire brigade is a safeguard as simple as it is neglected. (The Underwriters Board has detailed information on this, free for the asking.) So is regular housekeeping, that is, keeping the premises clean and uncluttered.

Many organizations are working on the problem. Sound advice based on broad practical experience is available. Meanwhile, if your company is planning to erect a new building, here are six valuable reminders:

1. Be sure the local fire department can handle any fire you might have. Check on water supply, size and layout of mains, pumps, hose and other equipment—including that of nearby companies that might have to be called on.
2. Be intelligent about construction. Regardless of local restrictions, plan to use fire-resistive materials and avoid excessively large areas. If the building is to have more than one story, see that flame-transmitting vertical openings, as stairwells, are properly cut off.
3. Provide for automatic fire protection—sprinklers and alarms. Both should operate on a 24 hour, seven day, 52 week basis. Sprinklers should be connected to a central station by an alarm system that will warn of mechanical troubles.
4. Provide for manual protection—extinguishers, pumps, hydrants, hose and such special protection as automatic-foam or water-spray installations.
5. Segregate hazardous practices (such as welding and cutting operations) and materials (such as chemicals, flammable liquids, combustibles) behind fire walls or, better yet, in separate buildings.
6. Set up a rigid system of plant inspection. This should cover not only housekeeping but also regular checkups to see that fire doors will close, extinguishers are in place and so on.

These six points also apply to an existing building. There, however, the cost of changing the construction or installing automatic equipment may seem prohibitive. If so, remember these two additional facts:

1. It costs very little to assign one management man to take continuing responsibility for fire protection. Let him name foremen or other personnel to specific jobs—inspection, training of in-plant firefighters, safety instruction for all personnel—and see that they are carried out.
2. Money spent for fire prevention or protection comes back in lower insurance rates. Though the latter vary locally, a supervised sprinkler system, for example, can cut your rate as much as 90 per cent. On the average, such installations pay for themselves in five to eight years—MORRIS WEEKS, JR. **END**



Just put your hand on it
...to feel how each finger falls into nat

65



Bright features in such papers as *The Machinist* catch the interest of the entire family

Labor tells its story

By BOOTON HERNDON

ODELL Hall, a nine year old Nortonville, Ky., boy suffering from a rare blood disease, was told he had only a few months to live. A radio commentator, hearing of Odell's plight and the fact that the boy was crazy about picture postcards, broadcasted several appeals asking listeners to send cards to Odell.

Almost immediately postcards began to pour in. From all over the United States, Alaska, Canada, Mexico, even Europe, they came. One batch came from the crew of a submarine which had surfaced 100 miles off the Pacific coast to hear the broadcast. In a short time Odell had received more than 300,000 cards. More important, the wonderful response gave the boy a new will to live, and he entered school when the new term started like other kids.

To many people the strangest part of this story is not Odell's marvelous recovery, but the identity and pulling power of the commentator—

Frank Edwards, whose sponsor is the American Federation of Labor. Before the first Odell Hall broadcast the general belief was that Mr. Edwards broadcast only labor news, and only to a labor audience. The spontaneous response to this nonpartisan appeal showed that the AFL's million dollar investment in the program was paying off.

Following the lead of the AFL the CIO has inaugurated a regular program, with John W. Vandercook presenting "something new in the news ... all of it" every weekday night.

These new developments are concrete evidence of both change and growth in the field of labor communications in recent years. Only a few years ago no union would have dreamed of spending its own money on a radio program; rather, the policy was to sit back and demand free time to answer "antilabor charges." Few labor spokesmen would have dreamed of departing

from the routine pattern of presenting dull news in a dull way.

How different today! Not that the labor paper plays as pals of big business; far from it. Some so-called labor journals are little more than extortion rackets, preying on the legitimate businessman. But, by and large, the top-level American labor paper has come a long way from the recurring "Down with the boss!" theme of a few years ago.

In fact, it required a search of several hours among the hundreds of labor papers packed on floor-to-ceiling shelves of the Department of Labor's periodical rooms to find a truly vicious, out-and-out attack on an employer. From the *Papermaker*, weekly publication of the International Brotherhood of Paper Makers, this attack prints the trademark of the struck firm, and adds:

100 PER CENT SCAB

This label on a grocery bag means it's 100% SCAB-MADE. The com-

pany is in partial production with gun-toting strikebreakers, including ex-convicts.

AFL Paper Makers and Pulp Workers have been on strike for decent working conditions since September, 1952. (Wages are not an issue.)

These union members have been beaten by scabs, shot at by company guards, their homes set afire, their autos dynamited, their wives and children terrorized. Don't support union busting. Don't patronize merchants who put your purchases in — made bags.

Watch for this emblem on paper bags. It means 100 per cent SCAB-MADE.

By contrast, a few shelves away, is the "Union Voice" of Local 65 of the CIO Distributive Workers, whose tabloid-size magazine section leads off with a display of drawings illustrating the union's extra-curricular activities, such as a nightly "Gym and Swim" program at a city high school, theater parties, bowling, and night classes in subjects ranging from Spanish to ballroom dancing.

Although the local was waging a major strike against Hearn's department store at the time of this issue, the first mention of it is oblique:

People take to New York City parks for different reasons—some to sit down and relax, others to enjoy the scenery that Mother Nature has molded for us. But to Peter van Delft, a 65'er who works at New Era, a Direct Mail shop, walking in the park on week-ends has a different purpose.

Peter, the article goes on to say, and his wife, took petition blanks asking people to support the Hearn's strikers along with them. One day, in Van Cortland Park, they got 250 signatures.

Then the paper gets around to political activity, with an editorial containing a statement about the present administration: "Never in the history of our country has there been such a complete and unconditional surrender of positions of public trust and responsibility to representatives of giant corporations and financial interests."

The paper contains a food section, with prize-winning (\$2) recipes submitted by members and wives of members. These are not all meat-and-potato recipes, either, but contain such items as maître d'hotel butter, and sour-cream cookies.

Another oblique story on the Hearn's strike told of Nellie Quinn, 72, a Hearn's employe for 35 years. She reports, the story reads, for picket duty every morning at nine, although the store doesn't open until 10. Why?

"I picket at the employe entrance," Nellie says. "I say to them, 'Shame



a barrel to Lars Christensen Land and back

Unless the penguin and the seal of Lars Christensen Land suddenly become avid users of petroleum products, no one much cares about getting oil to that desolate Antarctic land.

But the round trip from New York to that ice-capped territory is over 21,000 miles . . . and if every barrel of crude oil that Cities Service piped through its own lines in one year were laid end to end, they would make that round trip with many barrels to spare.

Besides transporting millions of barrels of crude through its own lines, Cities Service moved over three hundred million barrels through the pipelines of associated companies.

This pipeline transportation represents just one method of moving vital petroleum products to eager users all over the United States . . . one link in the strong chain that is the backbone of our country's vital defense effort. Cities Service is proud of the part it plays in keeping America strong . . . and it's this strength that will keep America free.

CITIES  SERVICE
QUALITY PETROLEUM PRODUCTS

United States Lines

By Universal Electric Sign Co., Brooklyn—for United States Lines—thousands of feet of Corning solid color NOVIOL gold create dramatic impact.

Canadian Club
IMPORTED WHISKY

By the Artkraft Strauss Sign Corporation, New York for Canadian Club, Budweiser, Admiral—famous advertisers use Corning tubing in Times Square spectaculars.

Budweiser
PREFERRED EVERYWHERE

By Artkraft Strauss Sign Corporation, New York for Budweiser—famous advertiser uses CORNING tubing in gigantic Times Square spectacular.

Neon signs stand out... even on Broadway

New York streets are bright and busy. A sign must have compelling power to be effective.

There—just as in cities and towns all across the country—a neon sign *stands out*. That's especially true when, like the signs here, it features Corning's new solid color tubing. Corning's radiant colors, RUBY, NOVIOL, (fluorescent yellow or gold) and MIDNITE BLUE, demand *and get* the attention you want. The colors are part of the glass; they'll never fade.

With solid color tubing you get extraordinary visibility. Your mes-

sages get across over much greater distances, even in bright light or poor weather.

And you can do so many things with it. You can use dramatic color combinations and animation to attract the greatest number of viewers, young and old.

Neon signs give you the dynamic identification that draws the greatest number of people. For an effective and economical answer to your sign problems, contact your local neon sign craftsman. He's listed on the yellow pages of your classified directory. Call him today.

Yours Free!... Corning's 20-page booklet, "Sign Up With Color" by color consultant, Faber Birren. It's filled with helpful information on color and uses of color. Tells you which colors are best for your business or products. Send for it.



CORNING GLASS WORKS, CORNING, N.Y.

Corning means research in Glass

on you, strike breakers.' I say that every morning."

If the development of the labor press during the past 15 years is a fascinating phenomenon to students of journalism, it should also be of some interest to the American businessman, whom it affects directly. According to a study made by Henry C. Fleisher, editor of the *CIO News*, the changes began in the '30's, when the organization of the mass industries made labor news important. For the first time the press associations and big newspapers assigned experienced reporters full-time to the labor beat.

The American Newspaper Guild also came into being during this period, bringing the men who covered labor into the labor movement themselves. Many of these men became editors and publicists for the unions and, for the first time, union publications began to take on a professional look.

Among the best known of these are *Labor*, the sober, reliable publication of both the independent and AFL-affiliated railway unions, Ruben Levin, editor; the International Association of Machinists' *Machinist*, sprightly with a luscious bit of calendar art, termed "Miss Union Maid," on the lower right-hand corner of the center fold each week, Gordon Cole, editor; the *News-Reporter* and the slick-paper monthly, the *Federationist*, both edited by Philip Pearl for the AFL, and the *CIO News*, generally the model for the new labor press.

An issue of the *CIO News*, after the special session of the Eightieth Congress ended a few years ago, showed plainly how the new crop of labor editors, experienced and confident, are willing to break with tradition. Instead of rumbling on ponderously, it left the entire front page blank with the exception of a small block of tiny type, nestled in all that white space, saying:

This page is as bare as the record of the Eightieth Congress at its Special Session.

This new look is found only in the top bracket of the labor press, the official journals of the national unions and big locals. Other elements of the amorphous mass which is the labor press never have changed, and probably never will.

Advertising space in some pseudo labor papers is sold entirely by telephone. The solicitor, a high-powered salesman who may get as high as 75 per cent commission, represents himself as a union member. He may make fantastic promises of readership if the businessman takes an ad, equally fantastic threats of boycott if the businessman doesn't. Both

THIS FLYING LABORATORY CARRIES A UNIQUE CARGO

... many of tomorrow's navigation and communications devices now being designed by IT&T for aircraft safety and efficiency.



The interior of the "Flying Laboratory" of Federal Telecommunication Laboratories, a division of IT&T, is a veritable airborne workshop. Here, navigation aids for use at short and very long distances as well as for low approach and landing, and many other experimental radio and electronic devices are put through their paces under "in-service" conditions.



Perhaps most widely-known at this time of all aircraft navigation aids pioneered by IT&T scientists is ILS (Instrument Low Approach System). Radio beams of ground transmitters activate two needle pointers on the plane's indicator. When both are perfectly centered, the pilot knows he is directly in the center of the approach lane, and at the right angle of descent for a perfect landing.

Since the early days of flight, IT&T research has made many contributions to safer, more dependable flying. It began with the world's first instantaneous direction finder. It continued through ILS, air-to-ground radio, VHF airport direction finders, and greatly improved VHF omnidirectional radio range (VOR).

Today, Navarho, Navascreen, two-color radar and Moving Target Indicator Radar promise great benefits for aircraft traffic control. And very important is IT&T's newest crystal-controlled distance measuring equipment (DME) which, in combination with VOR, tells the pilot with uncanny accuracy his distance and direction to or from a known ground station.

Years of experience in research, and high skill in production are important reasons why better performance is built into products for home, business and industry by the manufacturing divisions of IT&T—a great American trademark.

IT&T



INTERNATIONAL TELEPHONE AND TELEGRAPH CORPORATION
67 Broad Street, New York 4, N. Y.



Are you buying a **SAFE** road?

Buying a road at a gas station? Sure! The taxes you pay on each gallon of gas (as well as your license fees) pay for building and maintaining roads and streets.

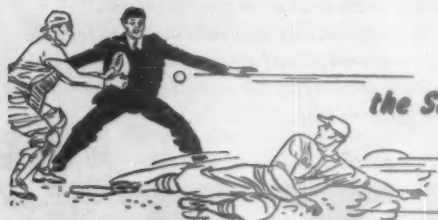
Since this is your money, you have a right to the safest pavement for your investment. That's concrete!

Unlike dark pavements, which absorb light, concrete's light surface reflects light, giving you better night driving visibility. **Remember, if you can't see, you can't be safe!**

When you must stop fast, you can on concrete. Its gritty surface grips your tires firmly, permitting quick, safe stops without skidding, even in wet weather.

Rigid portland cement concrete pavement retains its even surface throughout a lifetime of service. It stays free from hazardous ruts, washboard wrinkles and ravelled edges.

When you buy gas, you're also buying tomorrow's roads and streets. Get the most for your money. Insist on safe concrete.



*the **SAFE** pavement is concrete*

PORTLAND CEMENT ASSOCIATION

33 W. Grand Ave. } A national organization to improve and extend the uses of portland cement
Chicago 10, Ill: } and concrete through scientific research and engineering field work

claims are blatantly false, as these papers have little circulation, and no self-respecting union would boycott a business firm for not making a contribution even if the members knew such a thing was going on.

Privately owned labor papers rarely have been successful, either from the standpoint of circulation or advertising revenues. There is none in Philadelphia or New York, for instance. The paper of this type generally considered to be the best is published in Kenosha, Wis., with a population of less than 50,000.

A recent issue of *Kenosha Labor*, a large-sized weekly endorsed by both AFL and CIO unions of Kenosha, began with this headline:

FEDERAL LABOR UNION 18456 WINS 5¢ HIKE

Its other front page news included stories of wage increases and advantages won by other Kenosha unions. A column, Spec Laton's "On the Line," started out with the comment, referring to Martin Durkin, who had just resigned as Secretary of Labor, that . . . "The man was took—and no doubt about it."

Inside the paper was more news of interest to labor, in addition to sports, household hints, recipes, editorials, jokes and cartoons. An editorial dealt with community resources from a purely civic standpoint. A typical issue carried a story on Donald Penza, not so much as captain of the Notre Dame football team as son of Arnold Penza, member of Local 72, UAW-CIO; but by and large the sports news carried little relationship to labor. On the other hand, the paper's only comic strip is "Union Maid," in which the heroine, a good-looking brunette, constantly shames the menfolk into standing up to the boss, organizing a union, taking a more active part in union affairs.

The boss of Union Maid is Mr. Gotrox, a bad tempered, cigar-smoking individual who paces the floor endlessly and complains of persecution at the hands of his unionized employees. The labor editors have other labels for employers, too. In some labor papers, management frequently is modified by such terms as "arrogant" and "reactionary," depending on the circumstances. Similar adjectives are pinned on political figures considered hostile to labor and its aims.

Official union publications are not supposed to make money, and don't. Thanks to union bookkeeping systems, which may allocate some part of publishing costs to the organizing fund, and a part of the editor's salary to the public relations fund, there is no way of telling how much they lose. Some unions have tried to sell

advertising to defray part of this loss. Nearly all have given it up as a bad job.

Leon Stein, editor of *Justice*, the national publication of the International Lady Garment Workers Union of the AFL, says he could sell enough space to support the paper entirely. "We have a circulation of almost 400,000," Mr. Stein explains, "with editions published in English, Italian, Yiddish, Spanish, and a smaller Canadian edition published in French. From 75 to 85 per cent of the membership consists of women. The paper goes right into their homes, and they read it. The manufacturers of household goods, cosmetics and foods drive us crazy trying to get us to take their money."

There are good reasons why *Justice* refuses advertising. One is that when a labor paper advertises a product it's virtually endorsing it. *Justice* would have to set up its own testing bureau. Another is the danger that the paper might find itself advertising a company where the union is on strike.

No positive figure is available as to how many labor papers there are, how many people they reach, or what effect they have on what readers they do have. Herbert Little, director of the Office of Information of the Department of Labor, says the department has a mailing list of more than 800 periodicals. He estimates their total circulation as anywhere from 20,000,000 to 30,000,000.

But if this 10,000,000 spread in circulation is indefinite, the number of actual readers is even more so. Many homes have two or more union members. How much duplication and overlapping exists is anybody's guess.

Although this mass of newsprint by no means reflects one basic policy, there are few labor periodicals left which advocate any form of government other than democracy. A motto for most labor papers today could be, "The capitalistic form of government is fine, only we want a bigger piece of it."

Thus, union journals today not only print news of interest to their readers, such as goings-on within the union itself, news of labor elections and contracts won, but also decry the high cost of living, plump for wage increases, and attempt to win support of their membership for labor-approved candidates for political office and for labor-approved legislative programs. They are used by the leadership both to stir up trouble and to pour oil on waters already troubled.

A recent edition of the *Log*, publication of the Seafarers' International Union of the AFL, contained a story on the campaign to organize

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ships of the Atlantic Refining Company. It quoted at length from an inflammatory statement of a seaman expelled from the company-supported union:

"... For the cold fact is that this kangaroo court is nothing but the stinking remains of a dead union, a union without membership. Your decision will certainly have no effect on myself or the hundreds of other Atlantic seamen who share my beliefs and convictions, for we are now members of a free union of seamen and that is the big difference between us—you are tools, we are free seamen."

On the other hand, the paper recently carried a story to the effect that rumors about beefs on the *Purplestar* were unfounded. "The *Purplestar*," the story concluded, "is a happy ship, a clean ship, and a gossipless ship."

The news of a labor publication, in short, is tailored to fit the occasion. If a businessman resists the union's attempts to organize his plant, the union's publication may well call him every name under the sun in order to steam up his workers. The same thing may apply during contract negotiation time. For the rest of the year, however, the publication can afford to be charitable. Union papers frequently oppose wildcat strikes, for instance. And *The Pilot*, of the National Maritime Union, is running a crusade against the "performer"—seaman's slang for the shipboard rabble-rouser who creates dissension between officers and crew.

The Labor and Management Institute at Rutgers University was set up after the New Jersey *Labor Herald*, an AFL paper, took the lead in promoting labor-management cooperation.

Many persons not in the labor movement read labor papers. The *CIO News*, with a large and capable professional staff, goes not only to leaders of the CIO but to many persons interested in the labor movement, such as professors, economists, and politicians.

It is a journal of opinion, but it also gives its readers the technical labor coverage they do not get from the daily press.

As for influencing the political or philosophical thinking of its readers, that is another matter entirely. Henry Fleisher states frankly that he could not control the thinking of his readers even if he wished to.

"Rather, I think our job is to develop and strengthen conviction of purpose," he says.

Philip Pearl of the AFL takes a slightly different view of the role of the labor press.

He says the AFL, through its publications, "definitely" is trying to

influence its readers' political and economic thinking.

He deprecates the fact that much of what labor has to say is directed at people who already agree with labor. "We should try to influence the thinking and win support of people who do not agree with us," he adds.

The labor paper which probably comes the closest to being all things to all men is the *SIU Log*. This paper has seemingly incredible problems of content and distribution.

An SIU member might ship out of an east coast port for the Near East, for example, and then spend two years on the Persian Gulf-European run without ever seeing an American newspaper. The union feels it is responsible for getting to this man not only news of his union, but news of his country, and news of the world. This the *Log* does.

But after getting all this material in the paper, how will the union get the paper to the man? In the case of the Persian Gulf tanker, SIU airmails ten copies to the ship at an intermediate port, say Port Said. It also airmails copies to American embassies and consulates. And, to



overlook no bets, it puts copies in taverns in ports all over the world.

The *Log* constantly is involved in crusades and exposes with an interest not restricted to seamen. In March of last year, for example, the paper planted two men on an Italian freighter. The ship docked in Brooklyn, and the men casually walked off, passing a customs inspector who didn't even look up. One proceeded to a New York reservoir, where he dumped some pellets in the water. Another boarded a train, made his way to the last car and, in the very center of the tunnel under the Hudson River, tossed a large object off the rear platform.

The large object and the pellets were perfectly harmless, but the *Log* men had proved that foreign seamen on foreign ships, perhaps communists, could leave their vessels as they pleased and go where they pleased, taking with them what they pleased. Foreign seamen even have the run, the *Log* has demonstrated, of restricted piers from which American seamen are forbidden.

"Furthermore," says Ray Denison, managing editor of the *Log*, "It's just as easy to get on a ship as it is to get off. Anybody with a little money in his pocket—convicted communist or criminal out on bail—can stroll down to South Street in New York and ship out on a ship of foreign registry."

The SIU is a dual union, in opposition to the National Maritime Union, a CIO affiliate. The *Log* reports any organizational victory over its CIO rival with jubilation. At the same time, the staff of the *Log* belongs 100 per cent to the CIO American Newspaper Guild.

People like Mr. Denison, or Milton Miller, editor of the Guild local's paper, see nothing unusual about this.

"Newspaper men on labor publications don't set the policy," Mr. Miller says, "they just carry it out. The most bitterly antiunion papers in the city are staffed by our members—they just work there, that's all."

There are, however, definite examples of rival unions acting in concert through their hired technicians, the editors of the labor press.

The cooperative news service, Labor Press Associated, was a good example of this until financial troubles and—of all things—a dispute with the CIO American Newspaper Guild forced its closing earlier this year.

Before LPA's establishment five years ago labor papers in the United States depended for coverage of national and international labor news upon the Federated Press, which follows the communist party line. During its existence LPA was subsidized by some of the major unions and governed by a board composed of representatives of the CIO, AFL and independents. Since its passing the unions have been working on plans for creation of a new agency.

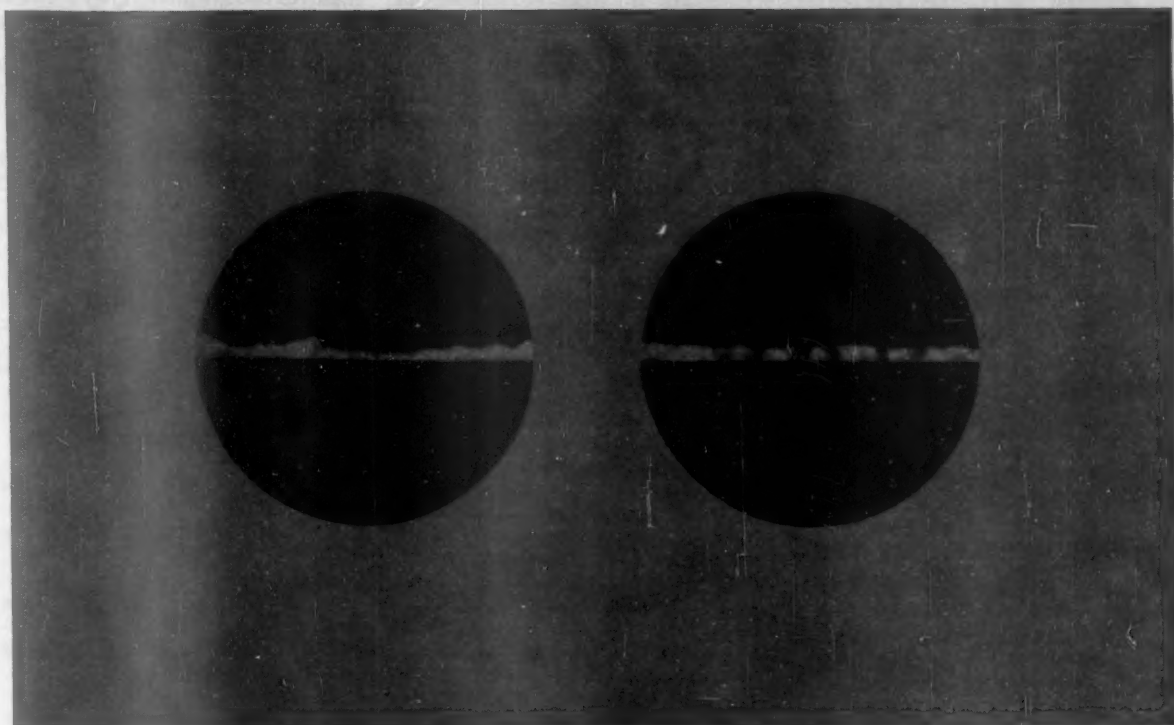
LPA was a concrete indication of what may well be a new trend in American labor. The entry of professional newspapermen into the labor press not only has staffed AFL papers with CIO editors, but has brought about a fine interchange of top-level ideas among all editors. Whether at luncheon in the National Press Club in Washington, or at a get-together of the New York Guild, labor editors find that, though their employers may be bitter rivals, their own problems are more or less the same.

Can it be that the editors of the labor press will some day play a vital role in resolving the differences between the two great American families of labor unions, and thereby bring about the long-awaited labor peace? **END**

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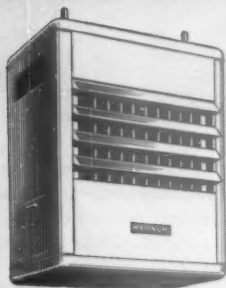
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Religion in Industry

(Continued from page 31)

chaplains. Included among them are the Lebanon Woolen Mills of Lebanon, Tenn., the Bristol Manufacturing Company of Fairfield, Ill., the Lone Star Steel Company and Dearborn Stove Company, both of Dallas, the R. G. Letourneau Corporation, with plants in Peoria, Ill., Toccoa, Ga., Vicksburg, Miss., and Longview, Tex., and the Kelvinator Company of Canada at London, Ont.

The chaplain movement has developed so rapidly and is proving so successful that some enthusiasts predict a time is not far off when company chaplains will be as commonplace as company doctors or social workers. But the majority of religious leaders, including officials of the National Council of Churches, say the continued expansion of the program will depend on the personalities of the clergymen who go into the work, the backing they get from local churches, and the degree of acceptance they receive from labor and management.

SOME churchmen fear that labor leaders, adhering unconsciously to the hoary Marxist doctrine that capitalists use religion to exploit their workers, may resist the nationwide increase of chaplains in industry. But there has been no such resistance to date and at least one union has followed the example set by the industrialists. Local No. 12 of the Independent Packing House Workers Union of Kansas City, Kan., has named its own chaplain, the Rev. Bernard W. Nelson, to serve its members.

Not so new as the chaplain experiments, but much more widespread, is the increase in the number of prayer meetings held in plants. There is hardly a city of any size anywhere where you won't see evidence of this phase of the let's-try-religion-on-the-job movement.

For example, when the noon whistle blows at the Sinclair Oil Company refinery at Houston, Tex., hundreds of men carrying their lunch boxes head for an unused pump house which the company has refurbished as a plant church. There the employees attend devotional services conducted by a fellow worker, Harry Sampson, who is a clergyman.

At Sacramento, Calif., a similar service is held every morning at the headquarters of the George Eastman Construction Company. Iron workers, riggers, drillers, and other construction men participate in a prayer

meeting before they go to their jobs.

On Baltimore's water front, an equally impressive sight may be observed almost any week day. Dock workers stream to the Baltimore & Ohio Railroad's Pier No. 6 where they cluster around Charles Lee, a Negro sweeper, who leads them in hymn singing and prayer.

These are just three examples of present-day industrial prayer meetings. No two are alike. They are held at different times, include all faiths and creeds, and usually are quite informal. The majority were started by someone in management, but others grew out of the wishes of employees. Clergymen sometimes attend, and are always welcome, but their presence is not considered essential.

There seems to be one central idea, however, behind all these services—the belief that prayer can contribute to a person's peace of mind on the job. Experiments in a variety of industries support this view.

Consider Gold's Department Store in Lincoln, Nebr. Gongs sound there at 8:59 o'clock on mornings when special sales have been advertised. That is a signal for the 1,000 employees to pause for a minute of silent prayer before the doors are opened to the public. Nathan J. Gold, store president, says this minute of reverent silence puts his clerks in a composed state of mind which enables them to handle the inrushing bargain-seekers with serenity and good humor.

Another businessman who testifies to the value of industrial prayer services is Rollin M. Severance, president of the Severance Tool Industries of Saginaw, Mich., where a 15-minute devotional service is held every morning.

"These services have brought a spirit of brotherhood into the plant," Mr. Severance reports, "because there are no classes under God's laws and prayer brings all men together. People like to work here because of the kinship and peaceful conditions created by prayer. Even during the worst of the manpower shortages we always had men and women waiting for jobs."

Earle Scott, president of the Scott Aviation Company of Lancaster, N. Y., where all activities stop for a prayer meeting each Wednesday morning, shares this opinion.

Just as enthusiastic are hundreds of smaller industrialists who have brought prayer into their plants. Nobody knows how many there are, but

they are growing steadily in number and may be found in virtually all lines of business.

Elmer Hedge, proprietor of the Spotless Cleaners of Oklahoma City, conducts a prayer meeting with his ten employees every day; Maynard Powers, merchandising manager of the Enders Company of Benton Harbor, Mich., has started a prayer group in his store; the owner of a dance studio in an Ohio city prays daily with his staff of teachers.

Irwin W. Tucker of Wynne Wood, Okla., has built a small prayer sanctuary in his service station. Mr. Tucker and his six employees—four white and two Negro—often pray there and sometimes customers join them.

That is just one of scores of small chapels that businessmen trying to encourage spiritual activity among their personnel have built since the war. Typical of several built with employee cooperation is one opened last Christmas at the Solar Aircraft Company's San Diego, Calif., plant.

LATE in 1952 Edmund R. Price, company president, spoke to his workers: "I'd like to see a chapel here on company property," he said, "and Solar is willing to provide the space, the architectural plans and the building materials. But if you employees want such a chapel at least 50 of you will have to tell me so in writing, and you'll have to do the building yourselves."

Not 50 but several hundred employees wrote to Mr. Price saying they wanted the chapel, and they proved it by turning out with tools in their off-duty hours and erecting the structure. It is now being used by workers and management for a few minutes of prayer each day.

Another striking evidence of industry's new interest in religion is to be seen in the activities of laymen's groups which are trying to bring about a greater acceptance of spiritual values by businessmen.

The best known of these groups is probably the Laymen's Movement for a Christian World which was founded a few years ago by Wallace C. Spears, vice president of the James McCutcheon & Company department store on New York's Fifth Avenue. At that time Mr. Spears was disturbed about the state of human society and called to his home a group of friends, all prominent businessmen, to see if any of them could suggest a way in which the world might be made a better place.

The businessmen agreed that the only way in which society could be saved from an eventual breakdown was through a much wider use of re-

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ligion. Then they resolved to try to find out if there was any workable pattern by which divine laws could be applied to industry, government and other human endeavors. Each man would do this in his own way, it was decided, but they would gather occasionally for an informal prayer meeting and to report their findings.

Without seeking publicity or a large membership, the Laymen's Movement has become nationwide with about 1,400 men, including many Catholics and Jews as well as Protestants, taking part.

Achievements include the settling of serious labor disputes, changing the working atmosphere in several plants, and relieving racial tensions in some areas.

But the laymen tackle small projects as well as big ones and hold themselves ready like "spiritual commandos," as they are sometimes called, to seize religious beachheads when opportunity presents itself. The results are often surprising.

Not long ago, Mr. Spears told me, one of the laymen, a southern businessman, received a pitiful letter from an inmate of a prison about 50 miles away. In his letter the man said he was in need of spiritual help, and the businessman drove to the prison to visit him. To his disgust he discovered that the prisoner appeared to be a "louse" who deserved nothing better than the incarceration which society had imposed upon him.

But the layman reflected that being in jail probably was no fun even for a louse and decided to help the man if he could. He learned that he loved music, knew a good deal about it, and wanted to give a course in musical appreciation to his fellow convicts. So, with the consent of prison authorities, he made available to him a record player, records, and books needed to teach the subject.

A few months later the layman received a glowing letter from the prison warden. The course in musical appreciation had caught on in a big way, he said. Hundreds of convicts had enrolled for it, and music was helping to improve the morale of the whole prison population. Thus, even with the least promising vessels, Mr. Spears points out, dedicated members of his organization have often found they can do the Lord's work.

The Christ Bearers of Pittsburgh, headed by Adm. Ben Moreell, board chairman of the Jones & Laughlin Steel Company, are trying not only to apply religion to business matters but to get more businessmen to overcome prejudices about talking about their faith in public. If religion is good enough to listen to

in church it is good enough to discuss in other places, the Christ Bearers maintain, and they claim to have had considerable success in getting Pittsburgh industrialists to "speak out for God" in their offices, plants and clubs.

In Des Moines other organizations, called Fishermen's Club because members literally follow Christ's words ("I will make ye fishers of men"), canvass their neighborhoods and ring doorbells inviting people to declare their faith. A good many businessmen balked at this idea at first, it is said, but have come to approve. They have been astonished, several report, by the cordial reception accorded them in most homes, and by the satisfaction they get out of the work.

Other groups of businessmen currently are active in Los Angeles, Chi-



cago, Detroit, Kansas City, Nashville, Tenn., and other cities.

The Nashville group calls itself Businessmen for Religious Action and is comprised of a number of Nashville's leading industrialists. The group has adopted as its slogan, "Worship God More in '54." The organization is planning to sell Christianity by speeches to civic clubs, film strips, window posters, pamphlets, car tags, and printed inserts for public utility bills.

Two other effective methods for revitalizing community interest in religion were demonstrated recently by the United States Junior Chamber of Commerce in its sponsorship of a month-long "Come to Church" campaign and a special "May Day-Pray Day." The latter was a day of prayer for world peace, significantly timed to coincide with the annual communist holiday.

If there were no other evidence of the interest American businessmen are taking in things spiritual, the tremendous increase in the amount of religious literature distributed to industrial personnel would establish the point. Not since the Victorian era, when some businessmen gave theological tracts to their workers, has there been anything like the spate of religious printed matter which employees receive today. Unlike the old-fashioned tracts, how-

ever, the modern pamphlets avoid doctrinal controversies, never mention brimstone or hell-fire, and stress inspiration.

The most widely read of these publications is *Guideposts*, a non-profit monthly magazine edited by Dr. Norman Vincent Peale, pastor of the Marble Collegiate Church of New York City, and supervised by an editorial board on which Protestants, Catholics and Jews have equal representation. Started in 1944 on an investment of \$1,000, *Guideposts*, as described by Dr. Peale, is "an Horatio Alger magazine packed with religious success stories." It now has a circulation of 650,000 and hundreds of corporations distribute it to their employees. These include such industrial giants as United States Steel, General Motors, Eastern Airlines, the Hilton Hotels, the J. C. Penney Stores and the S. S. Kresge Company.

Dr. Peale attributes the popularity of *Guideposts* and other religious publications to a constantly growing conviction among businessmen that they need religion personally, that faith must become part of industry if freedom is to survive, and that belief in God makes better human beings.

"During the past ten years I have helped more than 800 business presidents and personnel executives to relate religion to their firms," he says, "and I have not seen the slightest indication that any of them are using religion insincerely or for material advantage."

Not all clergymen are as enthusiastic as Dr. Peale about industry's new concern with spiritual matters. About half of them seem to regard it as part of a genuine spiritual ground swell which eventually may sweep the entire business community and revolutionize our way of life. But the others are more skeptical. Some feel that the current religious zeal of certain businessmen is a natural reaction after decades of extreme secularism.

It is splendid, these clergymen say, if industry is becoming more aware of the existence of the Deity and behaving in a more moral and decent manner. But there is a vast difference, they maintain, between applying Christian principles to business situations and completely accepting formal religion with its age-old demands for mystical transfiguration and utter selflessness. The millennium, they think, is about as far off as ever.

Which viewpoint is correct remains to be seen, but most lay observers view industry's broad and continuing movement away from purely materialistic standards as an encouraging trend.

END

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IN 1868 a young man named John Wesley Hyatt revolutionized the billiard ball. An observant fellow, he noted that elephants were reluctant to donate their ivory tusks to the pool tables of America. He solved this problem to the immense satisfaction of the elephants by creating the first commercial plastic, celluloid. Forty-one years later Dr. Leo Baekeland obtained the first controlled reaction between phenol and formaldehyde. The result was given the trade name Bakelite.

Hyatt's humble billiard ball has become a gigantic plastics industry. In 1953 it rolled up \$1,500,000,000 worth of business. Last year's production was 30 per cent greater than 1952, twice that of 1949 and five times the 1943 rate. The end is nowhere in sight.

Plastics are growing literally as well as figuratively. Not long ago a 16 ounce plastic item was rated as a real manufacturing accomplishment. Today, a 35 pound console television cabinet can be molded in four minutes.

On a balmy day this summer you may push aside the phenolic telephone receiver in your office, pick up your fibrous glass fishing rod (more than 16,000,000 in use) and head for that reinforced plastic boat that requires no scraping or painting. Or you may put on your cellulose acetate sunglasses and take the wife and kids to the beach. The little woman can keep the sandwiches fresh in a Saran wrap in the vinyl beach bag which will also hold your melamine tableware. There will be plenty of room left for the suntan lotion in the polyethylene squeeze bottle.

Put young Bill in charge of the vinyl seahorse and assign teen-age Sue to the portable radio with the streamlined thermoplastic cabinet. As she dozes to the soft strains of its music she may envision herself driving with her best beau in his new Chevrolet Corvette or Kaiser Darrin, those dashing plastic sports cars now in production. If she happens to be a realist she will be aware that only 10,000 Corvettes and 2,000 Darrins will be available in the near future but even a realist recognizes that anything is possible in the plastics business.

The raw materials of the industry are its synthetic resins. Unlike the natural resins (shellac, amber, beeswax, rosin, etc.), these are produced in chemical laboratories. They consist of combinations of carbon with oxygen, hydrogen, nitrogen and other organic and inorganic elements. The combinations can be controlled to give the final product virtually any desired property. More than 800 synthetic resins and combinations are now on the market. In 1954 resin production may exceed 3,150,000,000 pounds.

If each family in the community of plastics has its own idiosyncrasies, there are certain qualities that identify most of the population. Most plastics are light in weight, resist corrosion, adapt to varied climates, are excellent insulators, have low moisture absorption, high tensile strength, wide color range and can be produced economically.

The plastics materials manufacturers (there are

more than 50, including Union Carbide and Chemical Corporation, E. I. du Pont, Monsanto and American Cyanamid) sell their compounds in the form of granules, powder, pellets or flakes to the processors.

The more than 1,700 processors include molders, extruders, film and sheeting processors, high-pressure laminators, reinforced plastics manufacturers and coat-ers. From the plastic compounds they produce finished products as well as sheets, rods, tubes, film, filaments and special shapes which require further fabrication.

Some 3,000 fabricators and finishers then transform the unfinished products into such varied items as jewelry, counter displays, radar domes in aircraft, shower curtains, upholstery and television lenses.

From resin to finished product the industry employs about 200,000 workers.

The current plastic *wunderkind* is light, waxy-textured polyethylene. C. W. Blount, vice president in charge of sales for the Bakelite Company, a division of Union Carbide and Chemical Corporation, one of the world's largest manufacturers of plastics, ticks off its virtues:

"This product," he says, "will serve to improve living conditions in the United States in the following ways: as film for packaging produce; in the improvement of bread wraps; as virtually unbreakable squeeze bottles for cosmetics, deodorants and medicinal products; as pipe, particularly in rural areas where the user does his own installing; and as wire and cable insulation.

"Polyethylene," he goes on, "has high frequency insulating properties which made radar possible during World War II. Today it insulates the coaxial cables which make network television practicable."

Bakelite, which grossed more than \$174,000,000 in 1953, is displaying its faith in polyethylene by more than mere quotations. By the end of 1955 it expects to double its current capacity and produce 250,000,000 pounds annually. According to Mr. Blount, this will provide almost half the industry's estimated total output of 560,000,000 pounds by late 1956.

The Bakelite Company's polyethylene is sure to have stiff competition from the du Pont product known as Alathon as well as other new entries in the field. In any case, polyethylene has demonstrated startling usefulness.

Virtually all the carrots from Texas, Arizona and California are now being shipped without top greens in polyethylene film bags. Industry leaders believe that about half the fresh fruits and vegetables sold in the United States will be prepackaged in this manner.

The bags retain moisture, are impermeable to water and are economical to ship because of their light weight. In addition, polyethylene is odorless, tasteless, non-toxic and transparent. As if this were not enough, the plastic remains flexible at below-zero temperatures and bags are strong enough to hold five pounds of potatoes. Price of the raw material, which was \$1.00 a pound in 1944, has dropped to about 45 cents.

growth 500 per cent

Polyethylene has also played a leading role in the development of plastic pipe, one of the industry's white hopes. In 1948 plastic pipe sales totaled \$500,000. In 1953 they approached \$30,000,000. It is estimated that by 1957 sales will reach \$250,000,000.

The plastic pipe is flexible and almost nine times lighter than usual types. It resists rust, corrosion, chemical attack and other hazards which afflict metallic types. Its repair and servicing costs are low.

On May 25 Dr. Walter D. Tiedeman, director of the National Sanitation Foundation's Testing Laboratory at the University of Michigan, revealed that certain types of plastic pipe had been found suitable for transmitting drinking water. This continuing research is expected to open the entire field of rural and municipal water supply to the plastic pipe manufacturers. Many sanitary engineers, convinced of its nontoxicity, already have used it successfully.

Meanwhile 29 companies affiliated with The Society of the Plastics Industry are sponsoring engineering research for the further evaluation of plastic pipe at Battelle Memorial Institute in Columbus, Ohio. They expect to develop test methods for such factors as bursting strengths, safe working pressures and serviceability under varied conditions. If there are still plenty of kinks in plastic pipe, the industry is determined to unsnarl them.

Reinforced plastics have provided many of the most dramatic developments of the industry. A reinforced plastic is a structural material combining the weather resistance, moldability and colorability of plastics with the toughness of reinforcements such as fibrous glass, paper, cotton, sisal or asbestos. Polyester resins reinforced by fibrous glass comprise the great majority of these products. In 1953 some 26,000,000 pounds of polyester resins were produced.

Although the reinforced plastic sports car bodies have received most of the publicity, other uses are equally promising:

Reinforced plastic fishing rods have varied flexibility and rigidity to suit the taste of the most meticulous angler.

A washing-machine manufacturer produced a new agitator with two reinforced plastic components compared with the 22 which would have been required by metal.

Reinforced plastics are being used in structural sheet material with striking colors, effective for office partitions, store fronts, skylights, outdoor porches and patios.

A recent model window air conditioner used six reinforced plastic parts in place of 24 metal parts, lowering tooling, labor, and assembly costs, cutting weight by 20 pounds and reducing operating noise.

About 15 per cent of small boats are now manufactured from reinforced plastics.

The plastics industry has grown by 500 per cent in the past ten years and, during this phenomenal rise, has had its share of problems. Wartime shortages gave the industry its impetus but also permitted an army of

ill-equipped, sometimes unethical operators to invade the field.

Consumer attitudes are still colored by experiences with Christmas tree ornaments that melted, buttons that curled out of shape, flimsy toys that deteriorated.

All plastics fall into one of two categories, thermosetting or thermoplastic. Those of the thermosetting group are set into permanent shape when heat and pressure are applied during forming. They do not soften during reheating. Thermoplastics, on the other hand, become soft when exposed to sufficient heat and harden when cooled. This occurs whenever the process is repeated.

During the frenetic boom days when anyone who bought a secondhand molding machine called himself a plastics manufacturer, thermoplastics were often used instead of thermosets.

Products exceeded their design limits and design was frequently inadequate.

Today the industry echoes the view of R. K. Mueller, vice president of Monsanto Chemical Company and general manager of its plastics division:

"Products for this ever growing, always changing, never satisfied mass market have to meet tests of utility, durability and low cost that make selection of materials a crucial decision."

The day of the plastic dish melting in the sink has ended. Melamine dinnerware, of which American Cyanamid Company's Melmac and Allied Chemical and Dye Corporation's Plaskon are but two examples, is both beautiful and durable.

While new uses of plastics dominate discussion of the industry's future, the following resins dominate today's business:

Phenolics: rugged, resist heat up to and above the boiling point and are excellent electrical insulators. Uses include handles for electrical appliances, grinding wheels, TV cabinets.

Polystyrene: colorful and inexpensive; refrigerator storage containers, toys, wall tile.

Vinyls: abrasion resistant, water resistant, heat and cold resistant. Used for wall tile, shower curtains, upholstery, coatings on fabrics or paper.

Alkyds: strong, resistant to heat and electricity. Parts of auto starters, fuses, light switches, enamels and lacquers for autos, refrigerators, stoves and farm machinery.

On June 7-10 the Society of the Plastics Industry, Inc., whose membership includes more than 2,000 individuals representing some 900 companies in the United States, Canada and 20 other countries, will sponsor the 1954 Plastics Exposition in Cleveland. Twelve thousand representatives of industry, retailing and government will view the latest developments in every phase of plastics. The exposition will be a vivid reminder that the boundaries of American industrial ingenuity and resourcefulness are still being pushed forward.—ARTHUR D. MORSE

END

Chairman of Joint Chiefs of Staff tells

HOW TO BEAT THE REDS

By TRIS COFFIN

A GEOPOLITICIAN from the Iowa prairie who reads blank verse and learned to handle a Shooting Star jet at 56 is the top military man of America.

This is Admiral Arthur W. Radford, the strong-willed chairman of the Joint Chiefs of Staff. He is a trim, gray-haired man who looks more at home on the bridge of a fighting ship than standing in a Washington reception line. The admiral has the stern and dedicated face of one whose character was shaped by winds of the sea and deep convictions.

The Joint Chiefs, which he heads, is the nation's top military strategy board. It brings together the chiefs of staff of the Army, Navy, Air Force and Marine Corps. They pound out the problems of strategy and supplies within the limits of the administration's fiscal and foreign policy.

Actually, Admiral Radford is far more than a military figure. As one of the dominant personalities of the Eisenhower administration, he skillfully stiffened top level policy to a "don't cross this line" ban on communist aggression in Asia. His tools were a good mind sharpened to a keen edge by strong beliefs and a knowledge of teamwork.

Admiral Radford's black limousine pulls into the curving west drive of the White House promptly at 10:30 on Monday mornings and a half hour earlier on Thursdays. On Mondays, the admiral has a long talk with the President, filling in all the details of military moves and

counter moves in a troubled world. He speaks in a soft but confident tone. On Thursdays, he sits in with the National Security Council on grand strategy as the expert adviser. He is the man congressional committees want to hear before they make up their minds on foreign as well as military policy. And he meets often with the leading scientists who work on the terrible tools that have become a part of war and defense.

In all these meetings Admiral Radford has the modest air of a man patiently looking for information. He listens with flattering attention. He expresses his ideas so quietly and simply that the listener may soon think that the thought was his.

Admiral Radford has many facets. He can be as completely, brilliantly

ruthless as Napoleon. To this the Jap Navy can attest. Yet, talking to congressional committees, he is as friendly, modest and persuasive as a country doctor getting a sick child to swallow a bitter dose.

Sen. Stuart Symington, who, as Air Secretary, got high blood pressure when the Admiral's name was mentioned in the 1949 Navy-Air fight, swears by him today.

Admiral Radford erupted on the Washington scene as the dynamic, aggressive champion of the Navy. Today he confounds his critics by his teamwork within the Joint Chiefs and his fairness in mediating intra-service conflicts.

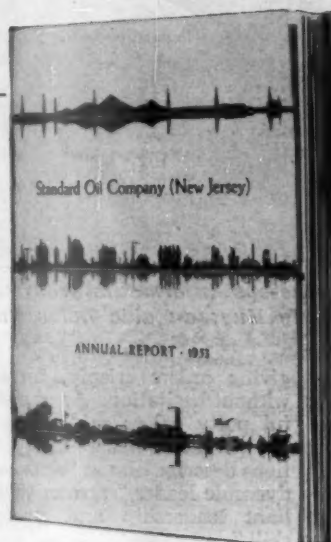
Admiral Radford has a coldly logical mind that organizes information, throwing out rubbish and stick-



Adm. Arthur W. Radford

EDWARD BURKE

A report that concerns everyone!



THE BUSINESS OF FINDING, refining and bringing to market the world's oil is a big and continuing job—one in which Standard Oil Company (New Jersey), among many others, plays a significant part.

How this job is done affects America in many ways—and is therefore important to every American. Our Annual Report for 1953, recently mailed to the 284,000 shareholders who own this company, tells about our part in this job, and some of its high lights may interest you.

Today, when many thoughtful people are wondering about the economic future, we're glad to say that things look good to us. As far as we can see from the evidence available, the economy of the free world is stronger now than at any time since World War II.

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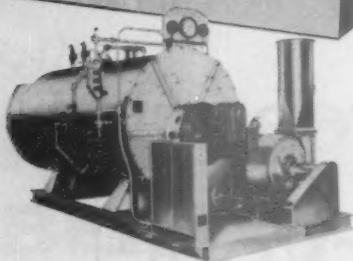
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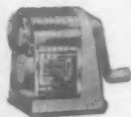
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ing away facts in mental pigeonholes every waking moment. Yet, when he wants to feel the greatness of America, he reads poetry.

This trait was revealed at a critical time, much to the surprise of his aides who see him as an unemotional man of steel.

"Read poetry?" they scoffed. "He's a heavy reader all right, but on

The man-of-steel facet comes out on the battle line. Leading a great carrier team against Japan, Admiral Radford was forceful, unrelenting and daring. Those who watched him in the Pacific describe him as wearing a beat-up jacket, a cap pulled down over his forehead, receiving all the welter of information that comes in during a large air-sea battle, and



Admiral Radford gets on-the-spot information from Vietnam Defense Minister Le Quang Huy; an aide holds umbrella

geography, military history and tactics, and geopolitics."

The time was the Easter week end. All of Admiral Radford's hopes and plans for an allied coalition to defend southeast Asia were falling apart. Communist forces were breaking through in Indochina. France showed an eagerness to drop the fight. Britain was cold to pleas for military action in this crucial area. On Capitol Hill, senators angrily denounced the administration for pulling us close to war.

When the admiral went home that week end, he tucked in his brief case a copy of Stephen Vincent Benet's "John Brown's Body," and read the singing words:

"Not the silk flags and shouts, the catchword patrioteers,

The screaming noise of the press, the preachers who howled for blood, But a certain and stubborn pith in the hearts of the cannoneers

Who hardly knew their guns before they died in the mud. . . ."

The next Monday Admiral Radford explained almost shyly, "You get the feeling reading 'John Brown's Body' that Americans will always rally to their country in a crisis. It's good to know and feel that faith."

giving orders crisply, tersely and without hesitation. As one worshipful petty officer said, "He always knew what he was doing." His citations describe him as "a forceful and dynamic leader," a man with "brilliant leadership and professional skill."

He is also the wide-eyed teen age boy from the small towns of Illinois and Iowa who fell in love with the machines that fly. The son of an electrical engineer, brought up in Riverside, Ill., and Grinnell, Iowa, he went to the International Air Show in Chicago at 14. The airplanes fascinated him.

Also, puzzled and thoughtful, he asked his uncle, "Why did Britain and France win all the prizes? What's the matter with us?"

From that day on the boy wanted to serve his country. A quirk of fate put him in the Navy, instead of the Army. He applied to his congressman, Nate Kendall, for an appointment to West Point. The representative had no more Army appointments, but had another kind "just as good."

At prep school in Annapolis, bonding up for entrance exams, the boy hung around the Severn River sea-

plane base and there pestered the mechanics with questions such as, "How do the flaps operate? How do you land in a stormy sea?"

His career at the Naval Academy, where he graduated in the top third of his class, was summed up by the "Lucky Bag" yearbook, "Raddy came to us as a child—a pink cheeked Apollo; since then he has been fooling people."

This is a characteristic. He is so modest and wanting to stay in the background it takes a while for associates to understand his dynamic qualities.

Four years after he graduated from the U. S. Naval Academy, Lieutenant Radford won his pilot's wings. That was in 1920. He became a full-fledged member of the Caterpillar Club in the mid '30's when he was forced to bail out over Texas while ferrying a fighter plane that developed mechanical failure. Two years ago, at 56, Admiral Radford took a few days off to visit the Lockheed plant in California and learn to fly a jet. He went up with a pilot in a Shooting Star, watched for a while and then took over the controls.

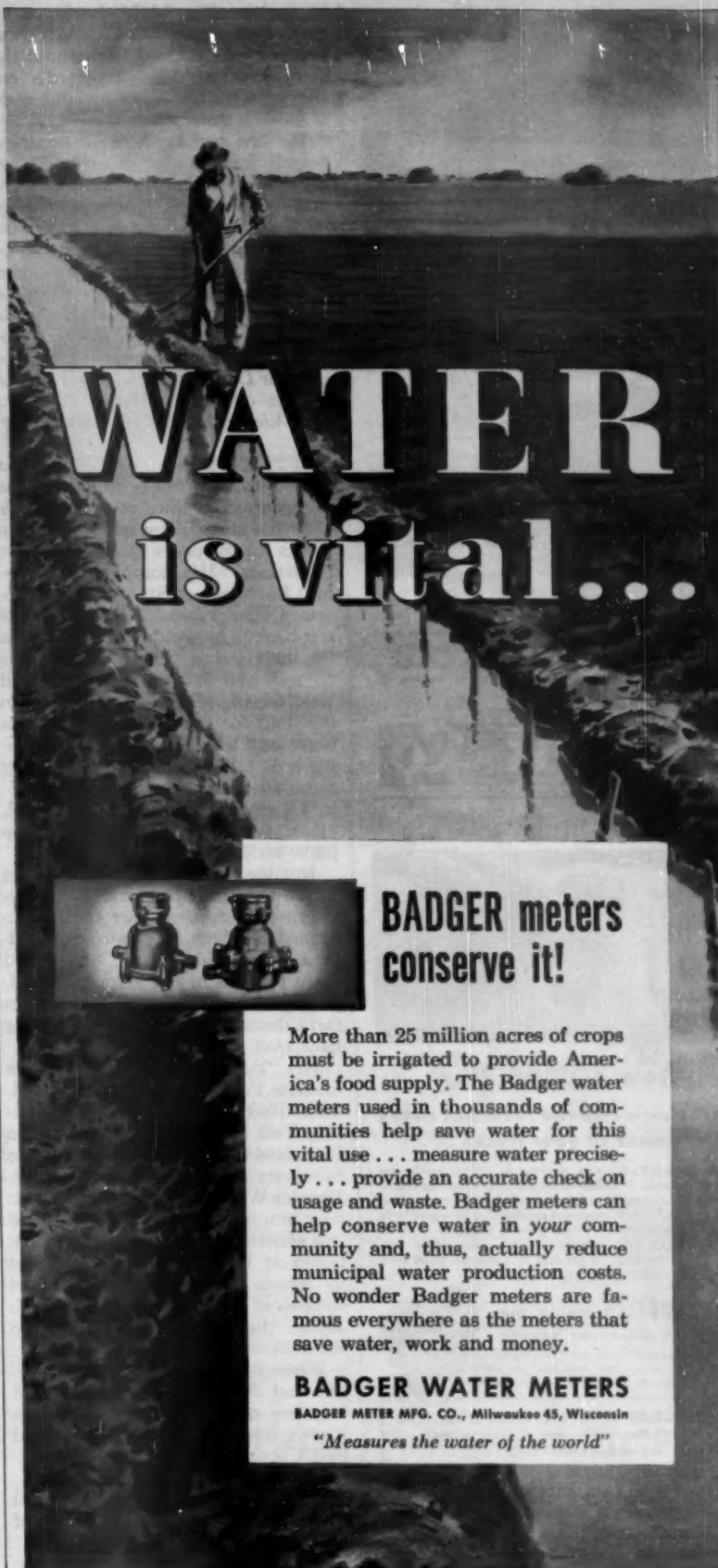
His explanation was simple, "I wanted to know how it works, what its capacity is, and some of its limitations."

This curious blend of enthusiasm for contraptions and the search for useful information is shown in another incident. In 1948, as Vice Chief of Naval Operations, he was working night and day, seven days a week to the point of physical exhaustion. The chief persuaded him to take two weeks leave. During this time an important problem came up. As usual, "Raddy," as his intimates call him, was the one man with the answer. So the Navy set out to find him.


He was discovered at a New England helicopter plant learning how to fly this strange bird. This knowledge paid off in the Korean war, just as his conviction that aircraft carriers could expand sea and air power helped break the Japanese hold on the Pacific. It was characteristic of Admiral Radford that he pushed and prodded his ideas on carrier warfare—convinced that he was right—to the irritation and even anger of the high command at times.

In Washington, where every officer with at least one star on his shoulder is a social lion and good for a Sunday magazine feature piece, Admiral Radford is an anomaly. He goes to cocktail parties or receptions only when stern duty requires it and lives quietly at home with his wife and an affectionate Scotch terrier, Mackie.

The admiral met his wife, Mariana McMichael of Portland, Ore., when he was a young officer serving



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at Seattle. The McMichaels are an exuberant clan whose friendly hospitality is as famous throughout the Northwest as Mrs. Radford's enthusiasm for her husband's interests is famous throughout the Navy.

He has two hobbies—a constant search for knowledge and photography. He is not the casual camera-bug who snaps indiscriminately buildings, bridges and family groups. People are what interest him and he was drawn to the simple pride and wisdom in the faces of natives in the mandated Pacific Islands. He made a special appearance before an appropriations subcommittee on the Interior Department to plead for the welfare of these natives. This is a little known facet of his personality.

LITTLE stories sometimes reveal a man's warmth better than all the mimeographed lines of praise. This is such a story. The admiral flew to Korea for the peace talks just before Christmas. His companion, Assistant Secretary of State Walter Robertson, had promised the two sons of a colleague he would take their gifts for their father with him. But the boys, 8 and 5, arrived on the field after the big plane had taxied down the field for the take-off. The kids burst into tears, and an understanding aide talked with the admiral by radio-telephone.

"Of course," the admiral replied, "we'll take the packages," and the plane waited.

But the real secret of his success in the restless capital today was explained by a member of the Senate Armed Services Committee, "Radford knows the answers, or can get them for you in five minutes. And, once you toss him the ball, he runs right down the field without looking back over his shoulder."

His "knowledgeability," to use a favorite Pentagon word, landed Admiral Radford his present job. Senator Taft had recommended him to President-elect Eisenhower and the Secretary of Defense-designate, Charles Wilson, and they decided to look him over. So Admiral Radford was ordered to report to Mr. Eisenhower at Iwo Jima on his way out to Korea. The admiral had just completed an inspection tour from Japan through southeast Asia to Karachi.

When Mr. Eisenhower, Mr. Wilson and John Foster Dulles asked him key questions about Syngman Rhee's intentions, war logistics and Red China's potential strength, Admiral Radford was knowledgeable.

Even then, two years ago, Admiral Radford gravely outlined the peril of Indochina.

Secretary-to-be Dulles pointedly

asked the admiral, an admitted Pacific expert, his views on Europe.

Admiral Radford replied that western Europe was of greater strategic value, because it had industry and trained manpower, which were Russia's great lack. But, he pointed out, Europe was guarded by NATO, while Asia was ripe for plucking. He predicted the Soviet would turn its attention to Asia to gain resources and manpower.

After the first day of briefing, Mr. Wilson told the President-elect, "You're the host, but if this were my party, I'd invite Radford to stay on with us, so I could talk more with him."

Before the trip was over Mr. Eisenhower and his advisers decided that this was their man. At Pearl Harbor, Mr. Wilson asked, "Do you think you could handle the job of chairman of the Joint Chiefs?"

The admiral said he could. He was sworn in as chairman Aug. 15, 1953. In the meantime, Admiral Radford sat in on Korean armistice talks and toured U. S. defense installations, including the A-bomb plant at Los Alamos. In the fall of 1953, he went abroad for a firsthand look at NATO's strength.

HIS knowledgeability astounded the April 3 meeting this spring on the Indochina crisis. Secretary of State Dulles invited congressional leaders from both sides of the aisle to the State Department to talk about Indochina. Admiral Radford was the briefing officer. He described in minute detail the fort of Dien Bien Phu, the strong and weak areas of Point Isabelle, the make-up of the attackers and defenders down to the battalions. He answered questions on supplies, the status of rebel leader Ho Chi Minh, and the political reaction to Chiang Kai-shek in south-east Asia.

Admiral Radford's constant search for knowledge (he reads prodigiously over the week ends) and experience led him to geopolitics.

In 1929 Lieut. Com. Radford had what he has since mentioned as an "epic experience" that gave him a good background for geopolitics. He commanded a Navy-Coast Guard-Interior-Agriculture Department survey of the inland waterways, forests and resources of Alaska. His quick mind discovered how geography and resources are so tied in with defense.

Then in the 1930's he became aware of a new kind of warfare in which guns are only one force. This was geopolitics, or power politics. It teaches that aggression is fluid; if you cannot defeat your enemy with guns, there are many other ways, or, to give a current application, "Stop-

ping communism is more than just a military job. It is political, economic, and psychological, too. We have to be able to counter threats in all these areas." This is a quotation from Admiral Radford.

In his study the admiral read what has become a famous prediction made 50 years ago by a British scholar: "Is not the pivot region of the world's politics that vast area of Eurasia which is inaccessible to ships, but in antiquity lay open to horse-riding nomads? There have been and are here the conditions of a mobility in military and economic power of a far-reaching, yet limited character. Russia replaces the Mongol Empire. Her pressure on Finland, Scandinavia, Poland, Turkey, Persia, India, and on China replaces the centrifugal raids of the steppemen. In the world at large she occupies the central strategic position. . . . Who rules eastern Europe commands the heartlands. Who rules the heartlands commands the world island. Who rules the world island rules the world."

Admiral Radford acknowledges this threat and says, "The Soviet enjoys a competitive advantage since it can control natural resources, mobilize manpower, adjust finances, and control its colonies with a directness and simplicity which free nations cannot. Within wide limits, Russia can marshal great amounts of military manpower or political pressure by squeezing it out of a lower standard of living for the masses under their domination. It is expert at continuing tensions and conducting cold war."

HE also sees North America as another great world island linked with strategically placed allies to form bridgeheads into the Soviet empire.

Admiral Radford points out that unlimited industrial power is the great advantage of the free nations and a powerful deterrent to all-out war by the Soviets. For war is not just bombers; it is ships and tanks and mortars and jeeps and food and a million other items. Until Russia can catch up with the West in industrial production, he believes, the Armageddon all men fear is unlikely.

In this concept, the USSR must be barred at almost any risk from control of the industry of western Europe and Japan, the oil of Iran, and the vast resources of southeast Asia. He explained the way Indochina fits into this concept weeks before public attention swung to its plight.

He said:

"Indochina is of special interest to us, because its loss would imperil



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directly the whole of southeast Asia, and indirectly a much wider area. If southeast Asia fell, more millions would lose their freedom, important raw materials and markets would be denied the free nations except on terms dictated by communist Peiping and Moscow."

The views of a man who so deeply influences world affairs are important and may foretell the future. Some of them are:

1. We cannot rely on our strength alone. Admiral Radford said recently, "We must have allies. The safety of the U. S. cannot be assured by the U. S. alone. The prudent course calls for a steady military coalition with our partners, sustained and planned so as to use our joint capacities with maximum efficiency and minimum strain. They (our allies) must be kept politically, economically and militarily strong."

The defense load would be distributed thus: The U. S. would supply the lion's share of "complex technical weapons and equipment, modern air and naval power." The allies would provide the bulk of trained manpower in their defense areas. The admiral quotes from Gen. James A. Van Fleet's article, "25 Divisions for the Cost of One," referring to the training and equipping of South Koreans.

Admiral Radford is tolerant of the internal political problems of our allies, but he feels there is a point beyond which he must not go in surrendering to their fears and hesitations. For example, he believes Germany should be an integral part of European defense forces, despite French opposition, and he keeps pressing the point.

2. We cannot rely on any one weapon or one tactic. He told the budget hearings: "Our planning does not subscribe to the thinking that the

ability to deliver massive atomic retaliation is, by itself, adequate to meet all our security needs. It is not correct to say we are relying exclusively on one weapon, or one service, or that we are anticipating one kind of war. I believe this nation could be a prisoner of its own military posture if it had no capacity other than to deliver a massive atomic attack."

Likewise, he ruled against a plan to spend \$20,000,000,000 on a radar and guided missile screen around the U. S. He said, "It would be a serious mistake to divert all or a disproportionate part of our energies and resources toward setting up a purely defensive system. The greatest single deterrent of a Soviet air attack against us is the tremendous counterattack she knows will follow." (He wants to spread the cost of the defense system over a reasonable period without sacrificing offensive power.)

His own on-the-spot study in Asia convinces the admiral that conventional GI training in massed fire power is not enough. In the fringe areas where communists choose to fight, we must find a way to combat guerrilla tactics, infiltration and human waves used to overwhelm strong points.

Admiral Radford, too, wants to level out the peaks and valleys of military spending and drafting. He would maintain a force of somewhat fewer than 3,500,000 under arms at a cost of somewhat less than \$33,400,000,000, as today, until all danger is passed.

3. When we get in a war, hot or cold, we must go in to win. There must be no reservations, such as the limits placed on the Korean commanders. A case in point is use of atomic weapons. There has been a great outcry that atomic missiles are immoral. The admiral answers



"Gesundheit!"

that aggression itself is immoral and atomic missiles are legitimate weapons on *military* targets to repel aggression. In privately discussing possible strategy in the Far East, Admiral Radford recently pointed out on the map specific targets where atomic missiles would be decisive.

He carries this conviction into the economic field and told a business group: "From a military standpoint we cannot afford to indulge in a traffic of strategic materials with which the Soviet bloc could increase its combat war potential."

4. We must never fall behind the Soviet bloc technically. He told a group of educators: "The hard, cold facts indicate we are actually in a race with the communists to improve the educational and technological quality of mankind. In such a race, we must stay ahead in quality, particularly if we lag in numbers. How are we to deal with matters as broad as the guidance for supersonic rockets, unless we have people who know something about calculus? How are we to cooperate effectively with the Pakistanis unless we have people who can speak a little Urdu or Bengali, and understand a little of the Koran?"

5. There must be teamwork in defense. He follows this rule carefully, even to submitting drafts of his speeches to other members of the Joint Staff and talking over with Secretary Wilson what he plans to tell congressional committees. He won approval of Secretary Wilson and Treasury Secretary George Humphrey by assuring them that the military budget was a civilian responsibility.

6. Admiral Radford has a stern, even puritanical creed for America. He commented not long ago: "Teaching the American youth to recite the Declaration of Independence and Bill of Rights is not enough. You could teach a parrot that. Instead, teach him the meaning. Then give him a 'Bill of Responsibilities' to go along with his Bill of Rights, and instill in him a spirit of service."

This is the man who holds a commanding position in an uneasy world, an officer with signs of military genius, a scholar whose passion is any topic that involves American security, a hard driver, and a politician who knows how to knead the clay of official and public opinion, and a team player.

He may be one of those of whom a German geopolitician wrote 100 years ago, "The time will come when strong-minded humans, by their understanding of the moral and natural aspects of the world, will be able to foresee and guide the future developments of each nation on earth." **END**

NATION'S BUSINESS • JUNE 1954

By now, most car owners are aware of the many advantages of power brakes. Smooth, instant response to light pedal pressure . . . quicker, shorter, surer stops . . . less strain, less fatigue, greater driver comfort.

But up until recently, power brakes were available only as factory installed optional equipment on certain makes of new cars. Now—thanks to Borg-Warner engineering—B-W "Feather Touch" Power Brakes can be installed in an hour or so on most '46 to '54 models of all popular makes of cars.

As with scores of other Borg-Warner products, this new unit is engineered out of deep experience with the automotive industry's high standard. It has a minimum of wearing parts, requires no lubrication, is unaffected by changes in climate. And it is the industry's smallest, most compact unit, low in price, dependable in performance.

Designed and built by B-W's Marvel-Schebler Products Division, the new "Feather Touch" Power Brake is another example of Borg-Warner's "design it better—make it better" tradition. One more in a long list of B-W contributions to the driving safety, comfort and pleasure of the motoring public.

B-W engineering makes it work
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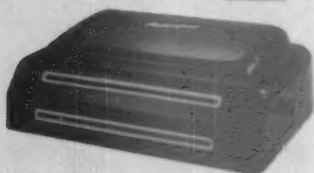
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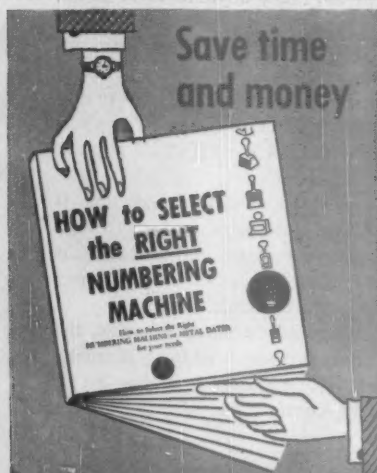
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PLANT BABY SITTING CUTS EMPLOYEE TURNOVER

That's the finding of King Edward Cigar Company of Jacksonville, Fla., which provides nursery care for children of its workers



1 Arrival of women workers and their children at the plant launches new day of play and training for the youngsters. Eligible to attend are tots 14 months to six years. Arrow indicates nursery



PHOTOS BY WALTER STEINHARD

2 Specially-trained adults direct children's games on rooftop playground. Plant mothers pay \$4 per week for care of one child, \$7 for weekly care of two youngsters

3

Because she knows her child is in good hands this employee is free from care, can concentrate on her job. There are many mothers among 2,000 employees





- 4** A husky young man who "graduated" from the nursery in '42 now teaches football. At least one youngster seems to be off side

CHARLES SMITH STUDIO



- 5** Lunchtime is serious business to these children. Some pint-sizers sit on wooden blocks to reach quart-size tables



- 6** "Hello Mommy," says this little lady into her toy telephone. She's "telling" her mother about the bandaged knee skinned in play. Nursery has operated almost 15 years

NATION'S BUSINESS • JUNE 1954



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Experts USE IT WRONG to MAKE IT RIGHT

Forest and stream trials help make our hunters and anglers the best equipped anywhere. Gunsmiths and tackle makers can't help it if field testing is fun

ANYONE could see that Henry was playing the salmon wrong. The barb was driving it crazy. A spade-sized tail cracked the surface of Copper Bay as a fish like a silvery torpedo exploded into the British Columbia sunshine, flexed its scarlet gill rakers, then went greyhounding away across the wave tops.

Henry, standing in the skiff with the stance of an anchor man in a tug of war, was fighting the surging coho for every inch of line. The reel held 200 yards of stout nylon backing behind the oiled taper—plenty of reserve to let the salmon churn the bay into foam; let it somersault itself out of gas. Instead, Henry hung on tight until the fly line began twanging like the string on a bull fiddle.

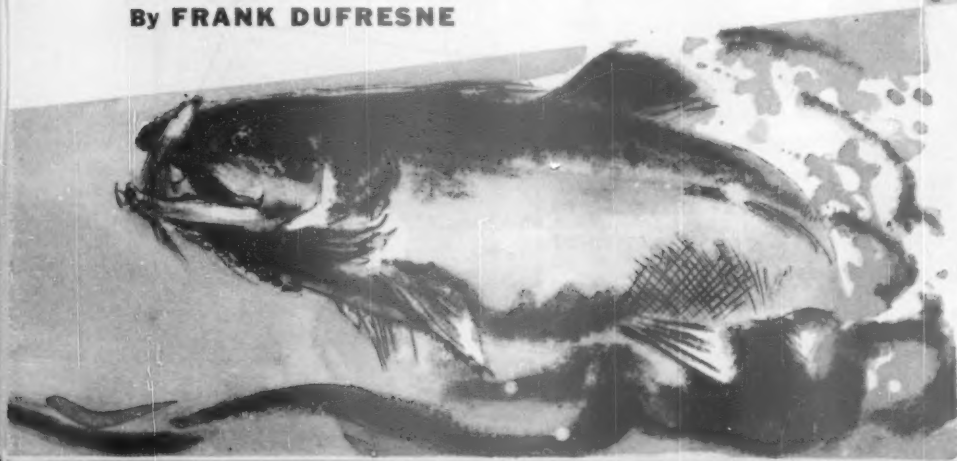
Just when you thought something must ping—hook, leader, line, rod or Henry's back—he yanked violently at the glass rod. It was savage treatment of fine tackle. It was the kind of gear punishment you could expect from a green-horn.

But Henry was not a beginner. Not only is he a silk-smooth pro with rod and reel, Henry Shakespeare is the head man in a great fishing tackle company that bears his name, as it did the name of his father.

And to set the record straight, he wasn't playing the salmon at all; he was working at his trade.

Although he purposely disregarded every rule in the instruction book, Henry finally broke the fish and not his tackle. Whipped to a frazzle, the big salmon came drifting in on its side, all blue and shiny, bumping against the skiff. It lolled there without another kick. Henry reached over

By FRANK DUFRESNE



the gunwale, backed the red and white streamer fly loose from the lip and let the weary fish swim free.

Then Henry plumped himself down on the boat seat and started examining his fishing equipment with microscopic thoroughness.

While Mr. Shakespeare searched almost hopefully for weak spots in his fly tackle, he heard his vice president suddenly start whooping from a nearby point of rocks. Opie Davis, who was trying out an experimental spinfishing outfit, had just received some terrific collaboration. A frisky coho had snapped its jaws on a treble-hooked brass spoon and started immediately for the Alaska boundary 40 miles north. The same brutal, deliberately amateurish tackle straining ensued.

"Bust it if you can!" Opie shouted, rearing back on the glass stick. "Wahoo!"

The salmon shot up out of the briny bay, climbed another six feet on vibrating fins, curled tail to nose for a breathless instant, then straightened with a snap that sent the spoon flying like a goldfinch. It splashed into the sea and Opie started to wind in slack line.

He hadn't made a dozen reel turns when the fish—or another one just like it—came slashing back at the glittering lure. This time there was a solid thud. The glass fiber wand bent like a wheat straw as the vice president screwed down the drag and put his back into the fracas. Again he callioped a war cry. You could see that here was a man who enjoyed his work.

Work! That's what they call it. Manufacturers of outdoor sporting goods indulge in this form of labor whenever new equipment is being readied for the assembly line. They call it "stream testing," and name three good reasons for it. It flushes the bugs out into the open; it's good advertising; and it's chargeable under operating expenses.

To do a grade A job of practical testing, no ordinary fishing hole will serve. The waters must be schooling with oversized tackle destroyers. There must be no wasted time between bites.

So that's why the merry manufacturers — Horrocks - Ibbotson, Wright & McGill, Airex, Ocean City, Penn and all the others—frequently find it necessary to visit such places as Alaska, Australia, Africa, or anywhere else they hear the fish are biting.

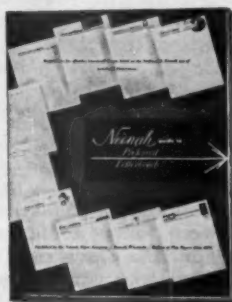
But long before, there have been unique tests right at the plant. Machines flex rod tips millions of times to find the exact rate of fatigue in the material. Lines are tensed until they snap; they are jerked,



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snubbed, frayed and corroded. Reel handles are spun faster than any fish so far hooked by angler will ever do it. Enamel is scoured off plugs. Hooks are bent, rusted and broken by the gross.

Only after a new item has run the gantlet of these factory robots does it earn a ride to streamside with its creators.

Not long ago one big company held an executive session in the heart of the Florida Everglades. Rods in hand, a dozen officers from president to chief engineer and district salesmen answered the roll call. Guides shoved their small boats through mangrove-lined, tarpon-teeming channels while they cast their lures on the water, battled silver-scaled acrobats and talked shop.

At the same time this was going on, South America was host to the South Bend Bait Company of Indiana. The Ashaway Line & Twine Company of Rhode Island was having its lines expertly stretched by half ton swordfish off New Zealand.

James Heddon's Sons of Dowagiac, Mich., represented by head men John Heddon and Lou Caine, were sampling a new batch of their famous plugs in California. Between siestas, they were experiencing violent interludes with roosterfish, yellowtail, bonito, snappers, dolphins, marlin and other Mexican toughies. It was all part of the job and nobody was complaining loud enough to be heard.

ONE of the Everglades tackle testers summed it up with a few well timed grunts shortly after a tarpon let go like a depth bomb under his floated offering and went cart wheeling away in the warm sunshine:

"Nice work if you can get it!"

Notwithstanding the undeniable fascination of out yonder fishing spots, Opie Davis is not the one to spurn lily-padded potholes near home. Between forays to faraway places you'll find Mr. Davis right out there on Pretty Lake, which is only 15 miles from Mr. Shakespeare's Kalamazoo, Mich., plant. Often you can see Opie's brow furrowed in concentration as he tries to outsmart a pint-sized bluegill.

"Everybody's trout," says Opie as he lauds the humblest, most widespread and most popular of all American game fishes. Under its various local names such as bream, sunfish, kiver, yellowbreast, redbreast, robinbreast, stumpknocker, shellcracker and punkinseed, it offers more recreation to more people than any other species.

"You might be surprised to know that no other fish offers a greater challenge to tackle makers," Mr.

Davis declares. Manufacturers actually spend millions of dollars plotting and producing better equipment for catching bluegills and their crappie first cousins.

The plain fact is that tackle tycoons who specialize in fine trout tackle are by no means happy at the simplicity of bluegill fishing as presently practiced over most of these United States. There's little profit for them in a cut switch, a few feet of string, a bobber and a cheap hook pinned through a worm. Over the polished conference tables you'll hear the board of strategy working on sportier—and more expensive—ways to do it.

SO FAR, researchers like Opie Davis have come up with two sound, stream-tested methods for adding fun and complications to the catching of these abundant cuties. In spring an artificial fly or rubber bug, backed up by regulation trout leader, tapered line, reel and fly rod will frequently yield such results as to turn the worm boys green with envy.

Later, when summer heat drives the little king into deep water, the new spinfishing rigs will soft-cast natural baits for 50 or 60 feet, thus enabling the angler to cover ten times more water area than by the time-honored cane pole dunking. The search goes on.

Sometimes, says Opie as he hopefully ties on a nightmarish fly compounded of nylon bristles and elastic bands, he gets so wrapped up in his work of scheming better bluegill tackle that it's all he can do to tear himself free to make another trip to Alaska or Bimini.

Even so, excursions to happy hinterlands are not alone the privilege of hook and line purveyors. There's a plush-seated section reserved for the shooting trade, as witness a chapter in the development of a shotgun shell for duck hunters called Super-X. Every split precision requirement of the laboratory had been met by the experimental hull. Olin Industries was confident it had a more powerful load than anything on the market. But company officials still didn't know how far beyond the accepted maximum of 40 yards the compacted shot string would bring down a webfoot, nor how many pellets it would take.

Big guns in the company's front office soon took care of this emergency.

They motored to a private duck club in the lush Illinois River bottomlands where a row of tall trees 72 yards from the blinds formed a backdrop for passing greenheads. Twelve yards short of the trees they

"I read Nation's Business..."



"We advertise in Nation's Business"

A handwritten signature in dark ink, appearing to read "C. L. Allen". The signature is fluid and stylized, with a long horizontal line extending from the end.

C. L. Allen, President, Aetna Insurance Group

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drove a line of stakes into the swamp and touched off no triggers unless the mallards flew within this lane.

Amid the crash of exploding new-type gunpowder and occasional bursts of duck feather, a nice time was had by all. Moreover, the ammunition experts collected proof that their latest model shotgun shell had an effective killing range 50 per cent farther than existing standard loadings.

Another by-product of the shoot came to light shortly before the trussed birds went into a hot oven for the banquet. Examination of the picked ducks revealed that when the total shot-cloud of 169 No. 4 pellets belched from the gun muzzle, it took an average of five to make a quick, clean kill.

You can't blame the tackle makers and gunsmiths. They can't help it if field testing is fun. It's beneficial to all sportsmen. Forest and stream trials, coupled with American know-how, have made our anglers and gunners the best equipped of any in the world.

Pick up one of the new Remington, Winchester, Savage or Marlin guns off the rack in a sporting goods store. Good chance you are fondling a brain child which was created in secrecy. Yet when the time comes to unveil its charms, the occasion may call for a pack train trip into the Canadian Rockies, if not a trek to Alaska, a safari in Africa—or all three.

It makes no difference how phenomenal may have been its performance on the target range, sales appeal comes to full bloom only when the rifle has proved its invincibility against a charging monster.

Similar routines are traveled by the bullets. Paid expert marksmen have been known to spend weeks of exciting pleasure to shoot a freshly designed projectile into a buffalo or rhino so that it could be dug from the carcass, calipered and scanned for its mushrooming effect.

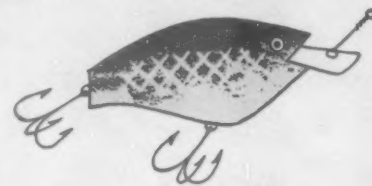
Long before this, of course, the bullet has been put through scores of exacting ballistic tests and found not wanting. But it can't dodge the final exam which comes in hide, flesh and living bone.

Most sporting ammunition makers like Peters, Remington, Winchester and Federal have a list of grateful collaborators—big game guides and big name hunters—whom they keep supplied with hot-off-the-griddle cartridges. All the companies want in return, usually, are the twisted slugs gouged from downed beasts, together with lively accounts of the shooting. In this way they not only keep accurate tabs on bullet behaviors, but also pick up

bales of advertising fodder. It's nice work for all concerned.

It was on such an occasion that a Hollywood movie magnate crouched behind a boulder with a famous Alaskan guide, Hosea Sarber. Sportsman and guide were each armed with latest rifles off the Winchester assembly line, and each gun was primed with a spanking new kind of expanding bullet produced specifically for bear shooting.

While they waited, a massive brownie came pushing like a bulldozer through the devil's-club until



it stood in the open before them. To the Hollywood man it looked as big as a moving van. He managed to lift his rifle to shoulder and then his trigger finger became paralyzed.

"What are you waiting for?" whispered the guide. "Start throwing lead!"

At the blast of the heavy rifle the giant brown bear reared up on its hind feet and began spinning like a top—a blur of hair, snapping fangs and flailing front paws. It flung itself to the ground so hard that it bounced like a football.

Divots of muck torn loose by its claws flew in all directions. Then it began rolling end over end, all the while bawling like a mad bull with loud speaker attachment.

The movie producer stared in a trance, paying no attention to the guide's pleas to keep shooting.

"What in heaven's name did Winchester put in that cartridge?" he gasped.

The bear's gyrations had carried it almost into the prickly brush before the guide lifted his own rifle and fired. The crazed beast gave a whale-sized sigh, sank to earth and expired.

Guide Sarber skinned the huge predator on the spot, pointing out the two bullet holes. One was a ragged gash across the knuckles of the left forepaw; the other through the heart.

Mr. Sarber offered no comment. Neither did the sportsman.

It wasn't until they had rowed out to the anchored yacht with the enormous shaggy hide that the movie producer recovered his aplomb. As his guests lined the rail to acclaim his derring-do, one of the girls sang out:

"How many shots did it take?"

"Just two," said the Hollywood man. "Mine and the guide's." **END**

Indochina Eight Years of War

(Continued from page 37)

sten. Rice is the staple diet of the oriental world. Indochina and the other countries of Southeast Asia grow 55 per cent of the world's rice supply.

Red control of this "rice bowl" would be more effective than arms in driving Asia completely under communist domination. Red conquest of Indochina would constitute a grave threat to the Philippines, Australia, and New Zealand, according to Secretary of State Dulles.

10. How much help has the United States given in Indochina?

Through the first five months of this year the United States was spending \$1,000,000,000 a year, in materials and supplies, to support the anticommunists in Indochina. This figure represents nearly 80 per cent of the cost of the war.

Since August, 1950, more than 400 American ships carrying aid for Indochina have unloaded in Vietnam ports. Since mid 1953, with the truce in Korea, American aid to Indochina has had a top priority. The aid includes thousands of transport vehicles, hundreds of combat vehicles, aircraft, naval craft, hundreds of millions of rounds of ammunition.

The first line troops of the French Expeditionary Corps, and of the three national armies in Indochina are equipped with American weapons, including tanks, trucks, and artillery. The French Air Force is almost entirely made up of American warplanes. Air Force mechanics were sent to Indochina, on noncombat duty, to assist and train French Union technicians in maintenance of the American-supplied bombers and transport planes. American planes airlifted paratroops from France to Indochina.

An economic aid program amounting to \$100,000,000 has been undertaken by the United States in Laos, Cambodia, and Vietnam, aimed at supporting the military effort (through building of bridges, roads, airfields), broadening popular support of the anticommunist governments (direct relief of refugees, resettlement projects, public health programs), and increasing production for military and civil use, and for export. Fifty American civilian technicians have been dispatched to the three associated states to assist in economic and social welfare programs. **END**

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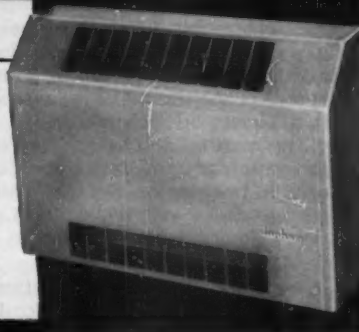
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NEW MARKETS SPUR

A MULTIMILLION dollar tung oil industry has developed in the past 20 years in a strip of high, rolling land 100 miles inland from the Gulf of Mexico.

From the 154,000 acres of trees in this area came 42,000,000 of the 50,000,000 pounds of tung oil that this country used in 1953. The rest came from Argentina—oriental sources now being closed to us. At an average price of 28 cents a pound, the oil paid the farmers more than \$11,750,000. U. S. production for this crop year is estimated by the Department of Agriculture at 24,000,000 pounds, or half as much as last year due to three unprecedented freezes.

Nearly everybody uses tung oil in some way every day. Your toothpaste tube, automobile foot brake, linoleum and furniture all have this oil in their finish, as does the insulation in your telephone. The ink on this page probably contains American grown tung.

The known unique characteristics of tung oil are its quick-drying quality and resistance to acids and alcohols. It is used for water-proofing and insulation. When it was first imported to the United States after the Civil War it was used only as a quick-drying agent for varnishes and lacquers. Today it has hundreds of uses and new ones are constantly being discovered, some of them in the medical world.

Paints containing tung oil are used for underwater surfaces such as swimming pools, locks, dams, piers, boats, bathtubs and fishing rods. Tung's hard, durable waterproof properties make it valuable to industry for use in linoleum, oilcloth, wallboard, artificial leather, paper bags, cartons and cans.

Lithographic printing took a step forward when tung was used in printing on metal containers, bottle caps, advertising plates and metal signs requiring perfect cohesion. Tung oil varnishes make a protective film for labels on metal.

In the electrical industry insulating varnishes made with tung oil are used for treating coils, coating fibrous materials for insulating wire and metallic surfaces. A strategic material during World War II, tung oil was used in military communications equipment.

The tung tree is native to China, where Marco Polo gave a circumstantial account of its harvesting in the thirteenth century, but it did not reach this country until 1906 when Consul General L. S. Wilcox, stationed in Hankow, shipped some seed to the Plant Introduction Garden at Chico, Calif. These were propagated and sent to various sections for trial. The trees proved temperamental. Although not tropical in nature, they require at least 40 inches of rainfall annually and cool winter temperatures for proper dormancy. They thrive on lean land with proper fertilization, providing the soil has high moisture holding capacity, good drainage and a degree of acidity.

California did not meet these requirements. It was too dry. The middle western states were too cold; southern Florida too hot.

The Gulf Coast states were just right. A cemetery caretaker near Tallahassee planted five trees. One

survived and the first gallon of American tung oil taken from it was exhibited at a paint manufacturers' convention in 1913. By 1928 one commercial orchard was operating in Florida and the state had the country's first crushing mill. Seed from the pioneer Florida orchard started the first tung orchard in Mississippi, a state which, in 1952, produced 60 per cent of this country's tung crop. Of this, some 40 per cent came from Pearl River County.

This 828 square mile county's 41,000 acres of bearing orchards in 1952 produced 17,000,000 pounds of oil valued at \$4,500,000. The three banks in the county show an increase of more than \$6,000,000 in deposits since 1930, which is an indication of the economic outgrowth of tung and related industries. Legumes growing between the tung rows not only fertilize the trees but supplement pastures; consequently today the county has 30,000 head of beef cattle and 150 grade A dairies. The annual livestock show in Picayune is a direct result of this practice.

Pearl River County uses more fertilizer than 14 surrounding counties combined. The farm income has doubled since 1939 and land values rose up to \$20 per acre prior to the general rise all over the South.

In Poplarville, the county seat, nearly every home has a few trees planted in the yard or along the fence rows which they call their "taxpayers" and use for that purpose. Groves range from these fence row crops to 6,000 acres.

Meanwhile Florida's 3,000,000 bearing trees brought the state more money than the entire output of sweet potatoes last year. Figures show that the tung crop was valued at more than the market price paid for the state's pecan crop and half as much as was paid for all honey produced.

Louisiana, with 35,000 acres planted to tung, is in second place.

Alabama, Georgia and Texas are relatively small tung producers. Alabama's 3,000 acres of tung are centered mostly around Mobile, and Georgia has nearly 1,000 acres planted with a few groves as far east as Savannah, while Texas has 1,000 acres, all east of Houston. One tung farmer near Beaumont says, "I planted tung because I made up my mind to have my own old-age pension."

This old-age security appeal has made tung one of the unique agricultural products in the South because it has not been traditionally planted by father and son as rice, sugar cane and cotton have been. Businessmen from Michigan, Illinois, Pennsylvania, Washington and New York have bought tung farms as investments and more than 200 of them have moved into the tung belt in the past ten years. Today the *American Tung News* and *Tung World*, magazines published by the American Tung Oil Association and the Tung Oil Council, respectively, go to people in 32 states and eight foreign countries. Cut-over pine lands and worn-out cotton fields offer another 1,000,000 acres of potential tung land in the South.

A farmer can start a tung orchard with very little cash. Tung fits well into farm operations because it

TUNG OIL OUTPUT

requires relatively little labor at times when other crops need attention. The tree is relatively free from attack by insects and diseases and companion crops for the market can be grown between the rows for the first three years, improving soil fertility and providing a substantial income to help keep the tung investment low.

The money-making row crops successfully grown include strawberries, peppers, corn, peanuts, sweet potatoes, field peas, beans and melons.

4-H Club boys and girls are learning the actual money value of tung by participating in annual nursery and acreage contests sponsored by the American Tung Oil Association and supervised by the assistant county agent.

One 12-year-old, Tyrone Jones, near Lumberton, Miss., spent \$2.50 for 33 pounds of tung nuts and used \$2 worth of fertilizer to plant one tenth of an acre in the 1952 nursery contest. The next year he used his nursery trees to enter the one acre contest and won a \$50 prize—a nice return on his investment.

An acre will produce from one to two tons of globe shaped nuts which tourists sometimes mistake for chestnuts—an error which sometimes leads to hospitalization.

Inside the hull are five white kernels from which the oil is extracted. The trees begin to produce when three years old and continue satisfactorily for 25 to 30 years. A ton of nuts will average 280 pounds of oil, although the Isabel variety has produced 1,000 pounds of salable oil per acre for the past three years.

This variety is one of those developed in a tung experimental program which, according to Dr. William H. Chandler, assistant dean of the College of Agriculture at the University of California, "has accomplished more in ten years' research in the United States than any other similar group."

The search for better varieties is centered in the Tung Experiment Station laboratories at Bogalusa, La., Cairo, Ga., and Gainesville, Fla.

Bogalusa is also working on mechanical picking and harvesting machinery. Today the nuts are hand-picked, a chore requiring ten man-hours per ton of fruit.

One crushing mill also is experimenting with a new solvent process to extract the oil from the nuts. The 14 crushing mills in the area have previously done this by pressure alone.

Other researchers see far broader horizons for this comparative newcomer to the American agricultural scene.

"The heart of marketing a product depends on the analysis of the product," according to Dr. A. F. Freeman of the Southern Agricultural Research Laboratory in New Orleans, one of four such laboratories in the United States. Here five people work full time on tung. They set up the standards for domestic oils and are advancing scientific information on tung to extend beyond protective coatings. Dr. A. M. Altschul, head of the Oilseed Division says: "We have a two-

fold approach in our research. First, what can we do in a general way to use oils and second, how can we take advantage of any special qualities of tung?"

The important thing to come out of tung research in the past 50 years is Dr. W. G. Bickford's discovery of the architecture of the eleostearic molecule in the alpha (liquid) and beta (solid) forms. Tung is the only source of eleostearic acid in the United States. This acid is responsible for the quick drying quality of tung oil. Following routine, when this test was completed the properties of the components were submitted to the Chemical and Biological Coordination Center in Washington, D. C., which in turn forwarded this information to its 100 members. At least ten of these members, corporations and laboratories, have requested samples for tests in the use of tung oil for cancer control, weed control, fungicides, and even snail control.

Another outstanding accomplishment of the Southern Regional Laboratory in New Orleans was the compiling of a four volume Tung Abstract Bibliography which required translating seven languages, using 3,000 references and covering 75 years of information. This was judged the best published document in the field of agriculture and natural science in 1951-52 and was awarded the Oberly Memorial Award of the American Library Association for 1953. For the first time the American tung grower now has access to all printed material on tung.

This laboratory also is engaged in research for the use of residues from agricultural products such as peanut shells, rice hulls, cotton burs, and tung mealcake and hulls. Fifty to sixty thousand tons of tung hulls must be disposed of annually. So far fertilizer and cattle feed are the only uses.

Some pioneer tung growers believe that in a few years a good part of the tung fruit will be harvested green and processed for purposes not now known.

The use of American grown tung in the medical field started in 1951 in Gulfport, Miss. Though it was thought to be toxic five years ago, Dr. M. M. Snelling, Fellow of the American College of Surgeons, is using tung oil in the treatment of external cancer with amazing results. He says, "Healthy tissues grow 50 per cent faster than with any other treatment." It is his opinion that this indicates a new approach to cancer research. Outstanding results are also being obtained by Dr. Snelling from the use of tung on burns, external ulcers, dermatitis and athlete's foot. The University of Tennessee, Tulane University Medical School, Cornell Division of Bellevue Hospital and Emory University participated in establishing the nontoxicity of tung oil.

Lamont Rowlands, sometimes called the father of the tung industry in Mississippi, sums up the future of tung, saying, "We have only touched the hem of the garment in the possibilities of the use of tung oil. Its future is great and those who worked in its development will look back upon the pioneering days and thank God that they helped establish this industry which is bringing a blessing to our country." **END**

—ANN MORETON AND EVELYN R. GRIFFITH

MINDING



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MINDING YOUR OWN BUSINESS means giving thought and attention to the problems you find at hand that affect your sales and profits. It also means giving thought and attention to those big national problems that affect the general welfare. Such things as:

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3. *Jobs*—The need to keep the economy of the nation expanding on a stable basis—without sharp boom or depression—to create nearly a million new jobs a year to absorb the growing labor force.
4. *Security*—The need to improve our Social Security system, to expand its coverage, and to put it on a sound financial basis.
5. *Labor Relations*—The need to develop sound labor legislation and to bring greater harmony into the labor-management picture.

6. *Economic Understanding*—The need to build a better understanding of the American profit-and-loss system on the part of business men, employees and the public.

7. *Foreign Policy*—The need to develop a foreign policy that will increase world trade and promote peace.

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OF THE UNITED STATES WASHINGTON 6, D. C.

Good Citizenship, Good Government and Good Business

FLOWER SALES:

Growers plan more outlets, more push

THE American flower and plant industry—currently a \$1,250,000,000 a year retail business—is asking itself if its products can be merchandised with success in the same dissimilar outlets from which you buy such things as toys, candy and cigarettes.

The florists and nurserymen suspect that the answer is resoundingly in the affirmative. But before they take the steps that will enable you to buy a corsage for your wife not only at your favorite floral shop but in any supermarket, drug or variety store they want to get the answers to some more basic questions:

1. *Why do people buy flowers and plants?*
2. *Are consumers getting the maximum use out of the flowers and shrubs they are buying now?*
3. *What costs in transportation and handling will be involved in mass selling?*

The answers to these fundamental inquiries will provide the horticultural specialties industry (that's its technical name) with the basis for a sound market research program.

Many U. S. industries have tried to determine why their customers buy this or that. The florists, with at least 80 per cent of their annual retail sales tied to such constant factors as funerals, weddings and flowers for the sick, never have bothered with research of this kind.

That's one reason why they can't explain why Americans buy flowers. Some believe that the cause is man's inherent desire to raise living things—whether they be children, pets or plants. Color fascination is another reason; flowers are colorful, delicate and lend themselves to artistic arrangement.

Actually, the industry takes the position that too few people really understand the nature and full functional possibilities of flowers and shrubs. Some of the fault for this, it admits, must be borne by florists themselves for failing to educate the public on how to prolong the life of blooms through careful handling and the use of nutrients.

As the third question suggests, mass selling would bring new operational problems to this specialized field of agriculture. Tests completed not long ago at Ohio State University and Cornell reveal that flowers can be preserved for store display if prepackaged in cellophane and chemically treated, or if kept in freezers similar to those used by grocers to display frozen foods and fruit concentrates.

The unusual qualities of plants and flowers pose some problems for the retailer who hopes to add them to his line. Some market operators who have pioneered in the sale of potted plants and cut flowers have watched their stock wither because it was exposed to

harsh light and heat in their windows. "Lack of knowledge of the product," says the industry.

A number of plants and vegetables are allergic to each other's chemical properties. The ethylene gas emitted by a ripening apple can be a lethal dosage for a nearby carnation.

One man who thinks the horticultural specialties industry has hardly scratched the surface of its sales potentialities is M. Truman Fossum, economist in the Agricultural Marketing Service, United States Department of Agriculture. Mr. Fossum knows the florist-nursery business well for he has been, at various stages of his career, horticulturist, bulb wholesaler, commercial flower grower and the first man to compile usable statistics for the industry.

In his office in Washington, Mr. Fossum talks earnestly about this industry's retailing problems.

"Simple fact is that a lot of people in this business haven't taken full advantage of merchandising techniques," he says. "Look at this. My studies show that more than 35 per cent of the approximately 20,000 retail florists in this country do a yearly volume of less than \$10,000. Or, to put it another way: Less than 15 per cent of our total retail flower dealers do a business of \$50,000 or more a year." Why?

"Well, for one thing, many florists devote their energies only to the aesthetic side of the business. They aren't particularly interested in profits, but more in their role of artists who work with living materials.

"Moreover, many florists fail to take impulse buying into account. You go to the dime store to buy a fuse and on your way to the fuse counter you see a stationery display and remember that you owe Aunt Millie a letter. So you buy some stationery, and perhaps some ink and then you go back and get the thing that you went in for in the first place—a fuse. That's impulse buying. Now, how many men go into a floral shop to buy a bouquet of anniversary roses for their wives and come out not only with the roses but with peonies for Aunt Millie, a carnation for their lapel and maybe some Virginia daffodils for their office? Not many."

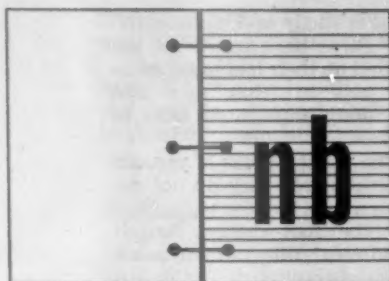
Mr. Fossum points to the recent introduction of a "Mamie Eisenhower Carnation" and "President Eisenhower Rose" as examples of smart merchandising—the kind of popular appeal that can pep up sales. Other examples of how interest in flowers and plants can be aroused, he says, are flower shows and the male garden clubs. The number of the latter has risen rapidly since World War II. This phenomenon and the trend to suburban living, incidentally, are credited for the booming sale of power tools and garden implements.

That the future of horticultural specialties is vital to American business as a whole is evident from a number of facts gathered by Mr. Fossum: The industry employs a labor force of 250,000, has an annual payroll of more than \$300,000,000. In addition, farmers who grow and sell plants and flowers had, in 1952, cash receipts which surpassed those of such outstanding farm products as potatoes, apples, oranges, sugar beets and cane, wool, turkeys, sheep and lambs.

The status of horticultural specialties has been likened to that of the tobacco industry years ago when stores with wooden Indians at the door were the only outlets from which you could buy cigars, cigarettes and pipe mixtures. Tobacco sales then were low. But, given vigorous advertising and new and unusual outlets designed to stimulate consumption, tobacco sales soared.

Flower and plant growers believe their sales could be boosted if tobacco's example were followed. If the same growth principle works for them the day may not be too far off when you will step up to a machine, deposit a few coins and walk away with a bright boutonniere in your lapel.—PAUL HENCKE

END



notebook

Small depositors get a lift

WILLIAM C. WOOD, president of the First National Bank, Geneva, Ill., had a small problem. The bank urged children to save money and become customers of the bank—but, when the moppets came in to make their deposits, they couldn't reach the windows.

The bank had no space to set up a teller's cage for youngsters; movable steps promised to be awkward and time-consuming.

Finally the bank called in two engineers.

The result was a hydraulic lift in the floor in front of one window.

Now when junior arrives to make his deposit, the teller pushes a button. The lift, which when idle is flush with the floor, raises the small capitalist to a convenient level to do business on a man-to-man basis.

Either the feeling of equality thus engendered or the thrill of the ride has increased the number of junior patrons of the bank.

Olde time autos

EVANSVILLE, Ind., which spends 363 days of the year looking ahead, is going to look backward for two days, June 11 and 12. On those days the town is giving itself wholeheartedly to what it says is the world's first National Olde Time Auto Exposition.

Evansville's interest in antique autos is not a passing fancy. As many as 10,000 persons have turned out for old-timers' parades in the past and the city's active Olde Time Auto Club is sponsoring the June event which is expected to develop as the nation's most attractive quality antique car gathering. The Exposition is being limited to 100 fully restored cars of vintage 1925 and older.

Prizes and awards will favor models of 1915 and earlier.

Old-time auto parts makers, clothing and allied suppliers are expected to have displays and souvenir medallions. Free gas and oil and all the usual courtesies will be extended to participants.

Appropriate antique atmosphere will be provided everywhere, along

with dancing and a chance to meet celebrities.

The public is invited to watch exhibitions, competitive events and judging—gratis.

Plans for growth

IF HOLLYWOOD, Fla., continues to grow as expected, its present 22,500 population will reach 35,000 to 50,000 by 1960. The newcomers will be most welcome in spite of the pressures they will put on schools, sewers, water supply, highways, playgrounds and living accommodations.

If they are to support themselves new jobs must be provided—with the attendant problem of placing new factories, supplying adequate transportation, and expanding retail and service facilities to handle the new load.

Having seen what happened to other fast-growing communities which tried to meet expansion from day to day, Hollywood citizens, businessmen and city officials have united in an effort to lay out a complete, logical, modern plan to meet whatever the future may hold.

Hollywood has a city manager-city commission form of government; a Committee of One Hundred, composed of leading citizens; a Long Range Planning Board; a City Industrial Board; a Municipal Recreation Board; and an active Chamber of Commerce.

However, each of these organizations quickly admitted that it was not qualified for expert city planning. Advice and guidance of outside experts was needed but, to begin, all groups will cooperate to provide materials for the experts to use when the time comes to bring them in.

First project was a survey of the city to obtain facts upon which city planners can base recommendations.

The Chamber of Commerce appointed a Civic, Business and Industrial Survey Committee which undertook two studies: a business and industrial survey to develop a blueprint of future development in regard to traffic, parking, retail floor space, industries, tourist business, employment, zoning. The Univer-

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NATION'S BUSINESS
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sity of Miami was brought in to conduct this one.

The other, a civic survey, was turned over to Myron Ashmore, principal of South Broward High School.

Nearly 400 high school students made up the survey team which collected information on skills of Hollywood workers, tourist population, number of voters, home owners and other general information.

The high school team will remain active, new members being added to replace school graduates, and the town believes it will be an invaluable aid in meeting a wide variety of community needs.

Meanwhile business and professional organizations, the city government, the newspapers and radio stations have raised several thousand dollars through one appeal or another to support action when it is needed.

The survey is entirely divorced from every phase of political and business activity. Purely a citizens' project, it is designed to benefit the entire community.

Birds get stuck up

WASHING the feet of wild birds may never challenge medicine or the law as a recognized profession but, in Springfield, Ohio, a building maintenance firm has hired a man to spend an eight-hour working day doing just that.

The firm applies an anti-roosting substance to the ledges of buildings it maintains. Hardened, this material repels birds. But, when first

applied, it is sticky and, apparently, inviting. Birds light on it, get the goo smeared on their feet until, as an observer puts it, "they turn into lurching landlubbers, unfit alike to strut or soar."

Even the worst friends of pigeons and starlings agree they do not deserve such a fate.

Hence the foot-washer. Armed with a solvent, this humanitarian stalks the unhappy birds and makes them airworthy again.

Computing strike costs

THE Bridgeport Manufacturers Association has developed a new management tool, "Your Personal Strike Cost Computer," which, it hopes, will help avert or shorten strikes by illustrating the economic effect on the employee and his finances.

The Computer is designed particularly to be sent to the homes of employees contemplating strike action, or already on strike so that the employee or members of his family may consider the effect of this action on them personally.

In other cases the booklet could be used for educational purposes.

The Computer is composed of tables which show how long it would take a worker earning from \$30 to \$100 a week to earn back the money lost in a three week strike which increased his pay by any amount from one cent to ten cents an hour.

For instance, a worker taking home \$69 to \$70 a week and striking for an additional ten cents an hour, would lose \$210 in wages in a



three week strike. He would have to work a year to make up this loss.

The Computer is available on the basis of cost plus handling charges and may be obtained through the Bridgeport Manufacturers Association.

Multilingual printers

THE J. H. FURST Company, Baltimore printers, has just completed work on a manuscript by a Yale professor.

The job took a year and a half but the professor is completely satisfied, according to reports. He was, perhaps, surprised to get the job done at all since printer after printer had turned it down.

The problem was that the manuscript was in archaic English, complete with musical notes and accent marks, too complicated for most people, but just run-of-the-mill for Furst's.

Actually, Furst's exists on odd printing requirements. The plant prints Nepalese, Arabic, Runic, Sanskrit, Icelandic and 27 other languages. In fact, it is said to have the only press in the world capable of printing Coptic, the ancient language of the early Egyptian monks.

To make it harder—or easier as the case may be—none of the 25 printers who handle this exotic text speaks anything but English.

"That way," says 86-year-old Fred Furst, "we avoid mistakes."

Helpers for management

AMERICAN business management spent nearly \$426,000,000 in self-examination in 1953. At least, the Association of Consulting Management Engineers, Inc., national professional organization of management consultants, sets this figure—several times as large as most accepted estimates—as the amount business firms spent for management consulting services.

The estimate is based on a study of 1,915 consulting firms offering services in industrial centers of 100,000 population or more. Sixty-one per cent of the firms were classified as management consultants, the others as specialized business consultants, the difference being that specialized consultants offer a single business service, such as counsel in finance or personnel.

The study also shows that the average consulting firm has 23 employees and a gross annual income of about \$222,000, although one specialized consulting firm reported billings of \$11,000,000 and the largest management-consulting organization reported income of about \$8,000,000.



Pete Progress meets one of nature's noblemen

You might be surprised to learn that some of the most important people in our country live right in your own town. Take Charlie Spears, for example. Lives in my town. Runs a hardware store. Never had his picture on television or in a national magazine. But Charlie's important.

Charlie's the busiest guy in our chamber of commerce. Sure, all the fellows in the chamber are hard workers. But Charlie's a whiz. "Let's get some more playgrounds," he says. "Why don't we buy better fire equipment? How about a Merchants' Day? Let's run a safety campaign." And Charlie does more than just suggest. Like as not he'll be running the committees and spending most of his spare time seeing that the things get done. Is Charlie important? He's one of the biggest men in the United States.



Pete Progress speaks for your chamber of commerce, an organization dedicated to making your community a safer, healthier, pleasanter place to live and work. Every project backed by the chamber is a boost for the community.

You can help, too—and active support of your chamber will help you

CIO demand: GUARANTEED WAGE



THE CIO is determined to force its version of the guaranteed annual wage upon the giant mass production industries. In effect, this plan would provide a year of jobless pay at from three quarters to full regular rates. If the CIO succeeds, it will have flung an economic boomerang which will wound a number of unsuspecting people. If the guaranteed annual wage stabilized employment, the casualties might be charged off as victims on the road to human progress.

But the guaranteed annual wage would not do that.

Instead of making jobs secure, it would make idleness attractive and, quite likely, wages lower. It also would bring disorder to the houses of other businesses which are completely outside the argument; and it would have other whimsical results.

The presumed goals of the guaranteed annual wage are being attained slowly but practically by sound methods—year-round marketing campaigns, stabilized production, coordinated personnel policies, and other measures which the wage guarantee is ideally adapted to disrupt. A quick study of the plan the United Steelworkers presented to the Aluminum Company of America will show how. The salient features of the CIO proposal are three:

The guarantee: The company would guarantee to each employe with three or more years of service weekly pay equal to 30 hours work for 52 weeks for "each spell of involuntary unemployment."

The financing: The company would pay into an unemployment benefit trust fund ten cents for each hour the employe worked and the company liability would be limited to these payments. State unemployment compensation payments due any employe would reduce the amount of the guaranteed wage the company would have to pay.

The payments: If a covered employe's payments by his own employer—or by another employer—fell below the guarantee, the guaranteeing company would have to make up the difference.

Obviously, the word "guarantee" is used loosely here. In the first place the requirement for three years of service means that the new worker, least experienced and hence most readily expendable, is not protected at all. In the second, in a time of severe trouble such as the plan is proposed to meet, most companies would spread work so far as possible hoping to get some return from covered workers rather than pay them for idleness. As the weekly hours of work dropped toward 30, the wage plan would be guaranteeing the right to loaf rather than the right to work. Men with long seniority, whom the company would prefer to keep on the job, could reasonably insist on their right to collect 30 hours pay for unemployment rather than 32 hours pay for working.

In fact, if they were wise, they would do just that—and fare better financially. The simplest arithmetic reveals that a fund, built up at the rate of ten cents an hour but paid out at the rate of \$1.00 an hour, holds little promise for those who are discharged last.

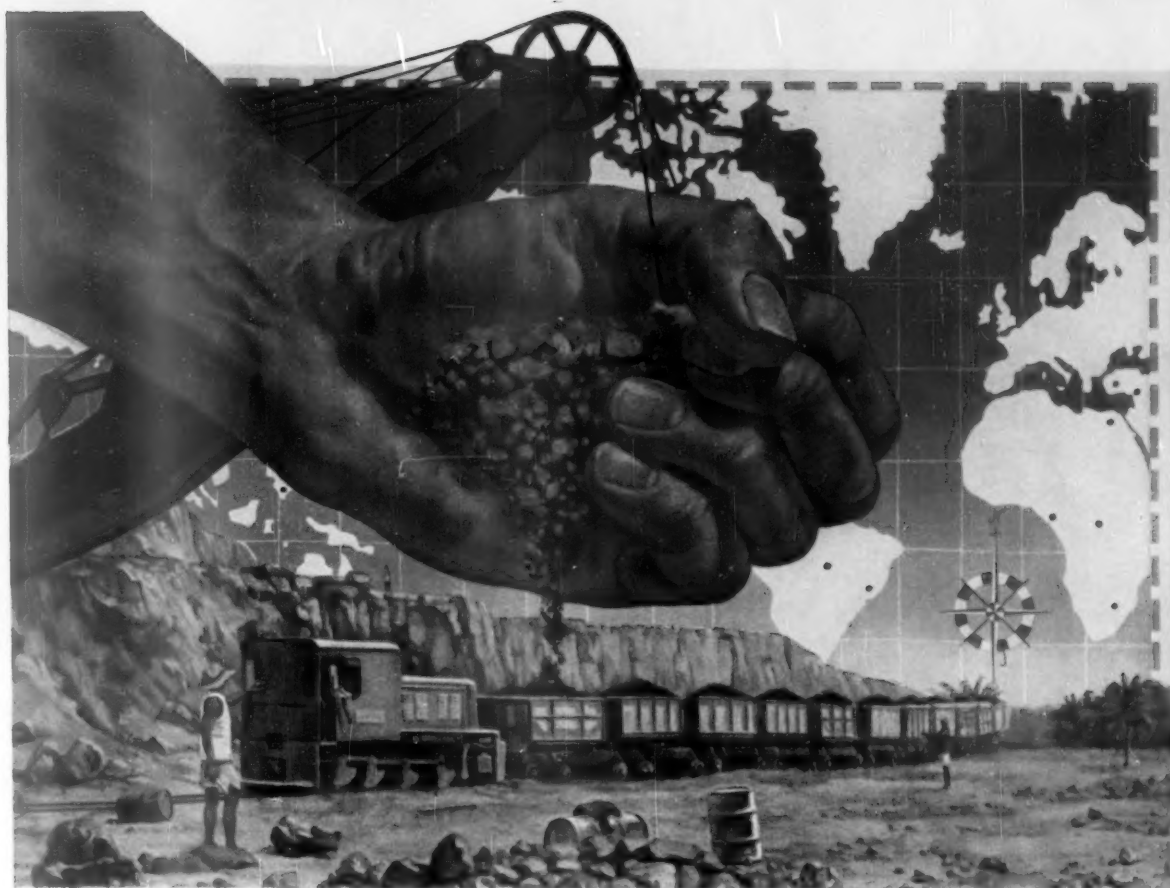
Furthermore, those likely to be discharged last should feel a sincere interest in the fund. The steelworkers point out that the ten cent contribution to the guaranteed wage trust fund would cost no more than a ten-cent-an-hour wage increase; a way of saying that every worker will be indirectly paying \$4.00 a week that might have been in his pay envelope.

It is true that the state unemployment insurance will delay depletion of the fund. It is equally true that the guaranteed wage, added to state unemployment insurance, will inspire many to take the benefits rather than look for suitable work which the union defines as meaning "work at comparable pay and utilizing the worker's highest skills." This added burden on state unemployment funds can soon mean higher unemployment tax rates.

The effect of this could be to make every employer in the state share the cost of guaranteeing wages, whether or not his own firm has such a contract.

Equally ironic is the situation in which an ambitious worker takes a job at lower pay with another plant. In this case the company which guaranteed his wages would be required to make up the difference between what the new company pays him and his wages before discharge. A situation in which one company, by union contract, subsidizes employment for another—quite possibly a competitor—has elements of humor, but not enough to justify laughing off the real dangers of the guaranteed wage.

The urge for job and income security is real. There are many right ways of doing something about it. The guaranteed wage is not one of them. Adopted, it would cause new economic ailments that might prove fatal to our American freedoms and way of life.



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—because the harder it works, the tougher it gets

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